

NEWS SUMMARY

GENERAL

Fresh hopes for U.S. hostages

Iran's Premier Mohammad Ali Rajavi said in Tehran yesterday that he believed the U.S. was ready to meet Iran's basic conditions for the release of the 52 hostages.

These conditions have been previously listed as the return of the Shah's wealth, the unblocking by the U.S. of Iran's frozen assets, the dropping of legal claims against Iran and a promise not to interfere in its internal affairs.

But Mr. Rajavi repeated that the hostages' fate should be decided by the Iranian Parliament, which has postponed consideration of the problem until Sunday. Back Page; Iran-Iraq war, Page 4

Symbolic protest

The Labour Party's National Executive Committee will make a symbolic protest and press for postponement of the Parliamentary Labour Party's leadership election. Back Page

Film crew held

A BBC Nationwide film crew was being held by police last night after an apparent attempt to record an illegal dog-fighting event at a Cornish quarry.

Israeli attack

Israeli fighter jets attacked Palestinian guerrilla positions on the outskirts of Beirut, Lebanon.

Mayors' hearing

Israel's Supreme Court will today begin hearing an appeal by two West Bank Arab mayors against their deportation. They are at present on hunger strike. Page 4

Bourse threat

Trading stopped on the Paris Stock Exchange after a bomb threat—thought to have been a hoax. On Monday a bomb was discovered in the building.

Chunnel opposed

The Transport and General Workers' Union attacked British Rail's £650m Channel tunnel plan in written evidence to a Commons select committee.

Typhoid alert

Staff at a Cambridge hospital are being screened after a woman kitchen supervisor was found to have typhoid. She returned recently from Cairo.

Drug smugglers

Nine men were jailed at a North Wales Court for their part in a drugs smuggling ring which is thought to have brought more than £5m worth of cannabis into Britain.

S. Korea poll

South Korean President Chun Doo-hwan seemed certain to win a poll mandate to abolish the Parliament and political parties. Page 3

Galileo retrial

The Roman Catholic Church is to re-examine "with full objectivity" its condemnation of 17th century astronomer Galileo. He was forced to renounce his discovery that the earth revolved around the sun.

Briefly...

Canadian Premier Pierre Trudeau agreed to modify his constitutional reform package. Page 5
Edward Munch's Girls on a Bridge sold for \$2.8m (£1.15m) at Christie's, New York, a record for the Norwegian artist. Salesroom, Page 10
Ingemar at Loughborough on former television personality Lady Isobel Barnett was adjourned until November 6.

CHIEF PRICE CHANGES YESTERDAY

(Prices in pence unless otherwise indicated)

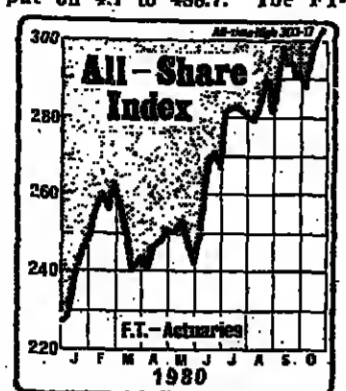
RISERS	
Treas. 5% 02-12	£514 + 7
Assed. Dairies	232 + 10
BTR	383 + 9
Bejam	96 + 5
British Home Stores	184 + 12
Debenhams	53 + 4
Dorcy	243 + 7
Eagle Star	267 + 15
GB	558 + 10
Gill and Duffie	198 + 12
Hawker Siddeley	234 + 12
Hepworth (J.)	98 + 6
Horizon Travel	327 + 22
John Thompson	380 + 30
Marks and Spencer	114 + 4
Parsons Zochonis A	370 + 8
Prosser	172 + 7
Royal Elce	345 + 8
Scottish Newcastle	68 + 24

FALLS	
Smith St. Aubyn	178 + 10
Sun Life	242 + 14
Tarmac	267 + 10
Unid. Carriers	240 + 12
Vickers	250 + 10
Yarrow	462 + 12
EP	110 + 8
Premier Cons.	465 + 15
Sovereign	543 + 13
Goldfields of SA	543 + 13
Greenbushes Tin	650 + 50
Hartbeest	232 + 12
Middle Wils	720 + 70
Randfontein Ests.	242 + 15

BUSINESS

Equities advance; gold up by \$7

●EQUITIES continued to rise, led by the electrical and oil sectors. The FT 30-share index put on 4.7 to 488.7. The FT



Actuaries All-share index closed 1.3 per cent higher at 303.17, its first time over the 300 mark. Page 38

●GILTS also continued to improve. The Government Securities index rose 0.44 to 71.27. Page 38

●STERLING's trade-weighted index was unchanged at 73.3. The currency fell 10 points to close at \$2.4530. Page 33

●DOLLAR improved to DM 1.8625 (DM 1.8600). Its trade-weighted index rose to 84.4 (84.2). Page 33

●GOLD rose \$7 an ounce in London to \$659.5. Page 33

●WALL STREET was up 0.59 to 955.03 near the close. Page 36

●BRITISH AEROSPACE shares are likely to be offered for sale this winter. Back Page

●BLUE CIRCLE Industries plans to use 1,500 jobs, about 12 per cent of its UK workforce, following a sharp drop in current sales. Back Page

●PRIME MINISTER "demonstrated an appalling complacency and insensitivity about the industrial crisis" at her meeting with the TUC general council last week, the TUC said. Page 11

●UK LAMB EXPORTS slowed to a trickle as EEC regulations effectively barred all markets except France. Page 37

●MOTOR COMPONENT makers from Western Europe plan a delegation to try to persuade the Taiwan Government to clamp down on growing exports of counterfeit parts and accessories. Page 6

●CHRISTOPHER MORAN, Lloyd's broker, and Derek Walker, Lloyd's underwriter, were remanded on bail yesterday at Mansion House. Mr. Moran is accused of conspiring to defraud Lloyd's underwriters. Mr. Walker faces similar charges.

●HANSON TRUST, the industrial services and food producer, plans to purchase McDonough, a U.S. group with interests in footwear, building materials and tools, for \$180m (£74m). Back Page, Page 24

●BRITISH HOME STORES, retailers, reported taxable profits in the 24 weeks to September 13 down from £13.2m a year ago to £10.7m. Page 26; Lex, Back Page

●HAWKER SIDDELEY, electrical and mechanical engineering group, increased pre-tax profits for the half-year to end June from £53.1m to £57.2m. Page 26; Lex, Back Page

●HARLAND AND WOLFE, the state-owned Belfast shipbuilding company, reported its trading loss for 1979 up at £24.4m (£21.4m). Page 26

●DUPONT, steel and furniture group, reported pre-tax losses for the half-year to end July at £4.14m compared with profits of £4.14m in the same period last year. Page 26

●TELEPHONE RENTALS reported pre-tax profits for the six months to end June up from £5.35m to £6.31m. Page 27

Thomson decides to pull out of Times Newspapers

BY MAX WILKINSON AND CHRISTIAN TYLER

THE THOMSON Organisation announced yesterday that its patience with Times Newspapers is finally exhausted. It will sell all the titles or close the papers by next March.

The announcement, by Thomson British Holdings, is the result of nearly two and a half years of increasingly bitter arguments with print unions about the need to reform working practices and adopt new computer based technology.

Since Thomson bought The Times in 1966, it has had to pay a total of £70m to meet losses and the cost of an 11 month suspension of publication which began in November 1978.

Since the resumption of publication last year wage and other costs have risen steeply, so that The Times, The Sunday Times, and the three supplements are heading for a loss of £15m in the current year.

In spite of promises made by the unions when the newspapers returned, the management has still been unable to reach an agreement on the use of new computerised printing equipment.

The management said yesterday that if it cannot find a buyer soon, all 4,000 casual and full-time employees could be dismissed in the near future.

But if there is further disruption of the printing process the papers could be closed down very quickly, the company warned.

Only one possible buyer declared his interest publicly yesterday, Mr. Robert Maxwell, head of Pergamon Press. But in last year's suspension several

organisations expressed a tentative interest.

Mr. William Rees-Mogg, editor of The Times, said last night that he believed The Times and the Sunday Times should be split up. The Sunday Times should be continued as "a conventional Fleet Street operation". However The Times should be run as an independent venture by journalists and management together.

He is flying to Canada on Monday to put this idea to Lord Thomson, who is said to be sympathetic. His plan would depend on a much more economical and modern printing operation, not necessarily in London.

Meanwhile, Mr. Eric Moonman, chairman of the Labour Party Newspaper Group suggested this was the chance for the Labour Party and the unions to realise their longstanding ambition to own a daily newspaper.

refuses to negotiate, company announces suspension will go ahead.

APRIL 1979 Repeated efforts to negotiate end in failure. The Times abandons plan to print weekly edition in Frankfurt.

JUNE 1979 NGA agrees to find new jobs for Times members.

AUGUST 1979 NATSOPA rejects new peace formula.

OCTOBER 1979 Times concedes major points on new technology and agrees with NGA on resumption of publication.

papers." The decision, he said, had been taken by the Board on Tuesday morning. Lord Thomson had been advised and had given his consent. There was no question of Lord Thomson having "lost his temper," as one report suggested.

Lord Thomson said last night in Canada that the offering price would not be the sole criterion for choosing a purchaser.

"We are not interested in an auction. We will take into account the policy and responsibility of the buyer as well as the interests of the employees, shareholders, readers and advertisers."

He had had an offer yesterday. The Government was officially told of the decision yesterday along with print union leaders and Times employees. The news was received with shock and

Continued on Back Page

Management and unions agree change is needed

BY CHRISTIAN TYLER, LABOUR EDITOR

THE SEVEN Fleet Street unions which were briefly informed of the plans for The Times and Sunday Times will meet Thomson British Holdings this afternoon.

Although some will try to change the company's mind, that looks virtually impossible. Among points to be raised will be the security of the Guardian, which uses the Times presses, if plant and buildings are sold. A meeting with Lord Thomson may be demanded.

Given the company's warning that further disruption would bring early closure—perhaps in days—unions expected that production would continue uninterrupted.

Yesterday the company said the blame on the printing unions, while confessing that it could no longer manage the company. Union officials accepted the charge of constant industrial disruption, but complained of incompetent management and of a parallel failure to honour agreements.

Both sides agreed on one point, however: relations were bad after the papers moved to Grays, Inn Road, and deteriorated because of the 11-month suspension. Both agreed new management was needed if the papers were to get over their industrial relations problems and survive.

Printers and journalists, including Mr. William Rees-Mogg, editor of The Times, appeared confident the papers would not founder. Print union leaders expect a buyer to come forward.

Times journalists said they were pursuing the possibility, with the editor's support, of setting up a small publishing consortium based on an idea designated Journalists of The Times (JOTT) which first surfaced during the suspension.

Mr. Teddy O'Brien, assistant general secretary of the biggest union at Times Newspapers, NATSOPA, admitted there had been problems since the suspension ended, but said any management should have dealt with them by getting round the table "and not turning the machine room or the office into a battlefield."

Mr. Bill Keys, chairman of the TUC printing industries committee and general secretary of SOGAT, said: "It comes as no surprise. Lord Thomson said to me as long as 15 years ago in front of his father that he had no commitment to the national Press in this country."

Mr. Rees-Mogg spoke enthusiastically yesterday about the possibility of a consortium to publish The Times, and

repaired his image in the eyes of the journalists who had seen him as allied with the company against them during the suspension.

Although emphasising that its decision was a strategic one, the company yesterday pointed to three areas of recent dispute which had influenced its decision.

●The most important is a pay differential argument between NATSOPA and the NGA in the Sunday Times machine room, the same argument that nearly brought the Observer down.

This dispute led to the loss of 780,000 copies of the Sunday Times two weekends ago and 300,000 last Saturday night. In the first case other union branches were also going slow.

●A deal buying out piece rates paid to NGA composing staff had, the company said, been blocked by another NGA chapel in the foundry, which was threatening to prevent

Editorial comment, Page 24
Lex, Back Page
Maxwell emerges as early bidder, Page 10

electronic composing from going "live." While the NGA composing staff had been due to sign that agreement today, it was also reported that the foundry men were close to agreeing terms.

●Finally, there was the recent week-long strike by Times journalists—the first in the company's history—over a 21 per cent salary rise recommended by an arbitrator which the company refused to pay. This strike was described yesterday by Mr. Gordon Brumton, chief executive of Thomson British Holdings, as "a very bitter blow indeed."

John Hunt, Parliamentary Correspondent, adds: MPs of both major parties yesterday urged the Government to issue a statement on the situation when the Commons resumes on Monday.

Mr. Julian Critchley (Aldershot), chairman of the Conservative backbench Media Committee, has asked Mr. Norman St. John-Stevens, the Leader of the House, for a debate on the subject in the House next week.

Mr. James Callaghan, who announced his resignation from the leadership of the Labour Party last week, was particularly disturbed at the news.

He is anxious for steps to ensure the continuation of the paper and wants the Opposition to do what it can to help.

Spot oil prices near record

BY RAY DAFTER, ENERGY EDITOR

SPOT MARKET prices for crude oil are approaching record levels as a result of the prolonged Iraqi-Iranian war and uncertainties about future supplies.

But traders in the oil industry emphasised yesterday that there was no sign of a return of last winter's buying panic which resulted in big increases in contract prices.

The spot price of Middle East light crude oil is reported to be between \$37.50 and \$37.75 a barrel. This is about 20 per cent more than the average spot rate in the few months immediately before the Iraqi-Iranian conflict.

The small amount of heavy oil available from the Middle East is valued in the spot market at between \$35 and \$36 a barrel, against the average July-September rate of \$32.08.

High quality crudes from Africa and the North Sea are said to be attracting a premium payment of about \$1.75 a barrel above the official contract rates.

\$37.02 a barrel for Nigeria's Bonny Light oil and \$37 for the North Sea's Ekofisk crude.

The spot rates for these premium crudes were well below contract levels for much of the summer.

Traders pointed out last night that although prices were continuing to rise in the fringe spot market, the premiums being paid above contract levels were far smaller than at the end of last year.

Japanese fuel buyers—under instructions from their Government—are refraining from paying high spot rates. In the past their scramble for oil has contributed to fast rising prices.

Even so, the market remains uneasy about oil supplies over the coming months, particularly as there are signs that India and East European countries—themselves hit by the shut down of Iraqi/Iranian exports—are seeking increasing quantities of spot crude.

Venezuela has called for an

immediate extraordinary meeting of the Organisation of Petroleum Exporting Countries to "study the market situation."

A Venezuelan Energy Ministry spokesman said several OPEC members had replied to the request although he would not say whether the responses were favourable.

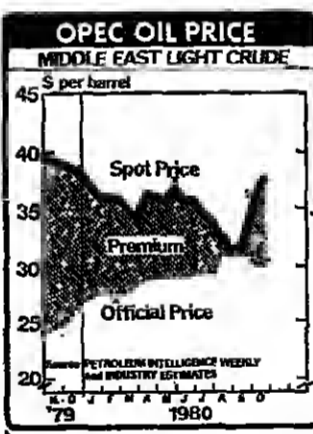
It had been suggested that the meeting should be held in London or Vienna.

The uncertain market conditions are affecting product prices, which have also risen significantly in the past few weeks.

Gas oil is said to be selling for \$31.0 to \$31.4 a tonne on the spot market. On October 9 the price was a little under \$290.

Heavy fuel oil is selling for \$31.5 a tonne—an increase of about \$20 over a fortnight ago—while naphtha is valued at \$32.0 a tonne, about \$6 to \$7 more than a week ago.

Iran's oil artery still pumping, Page 4



Demand for sterling persists

BY PETER RIDDELL, ECONOMICS CORRESPONDENT

STERLING and gilt-edged stocks were again in demand yesterday as money was attracted to London by the high interest rates on offer compared with overseas.

Trading in the foreign exchange markets was less active than earlier this week and there was some late profit-taking. Consequently, the sterling trade-weighted index, measuring its average value against a basket of other currencies, closed unchanged at 73.3 after a day's high of 78.4.

The pound rose at one stage to \$2.4435 before slipping back in the afternoon to \$2.4350, a fall of 10 points on the day. But it made further small gains against the main Continental currencies, closing at DM 4.53 compared with DM 4.53 previously.

There were reports of

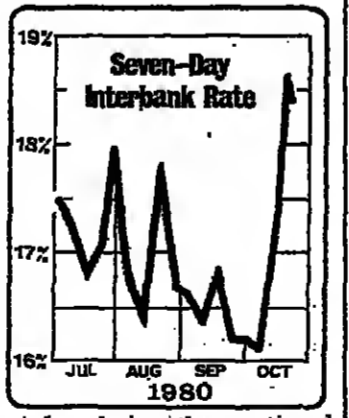
Middle Eastern demand for sterling. Foreign interest was also seen in the gilt-edged market. Prices of long-dated stocks rose by up to 1/2.

For the first time the Government Broker sold the top stock—11 1/2 per cent Exchequer 1996—at £30.4 per cent in its partly paid form.

The big rise this week in sterling yesterday fuelled the now familiar speculation about the possibility of a cut in minimum lending rate today. But last night a reduction was regarded as highly unlikely by the City markets.

The official preference is still to wait at least until the end of October monetary figures are available towards the end of next week, and possibly until decisions are taken next month about monetary policy.

This caution is likely to be



reinforced by the continued tight conditions in the London money markets which have helped to keep three-month interest rates at well over 16 per cent.

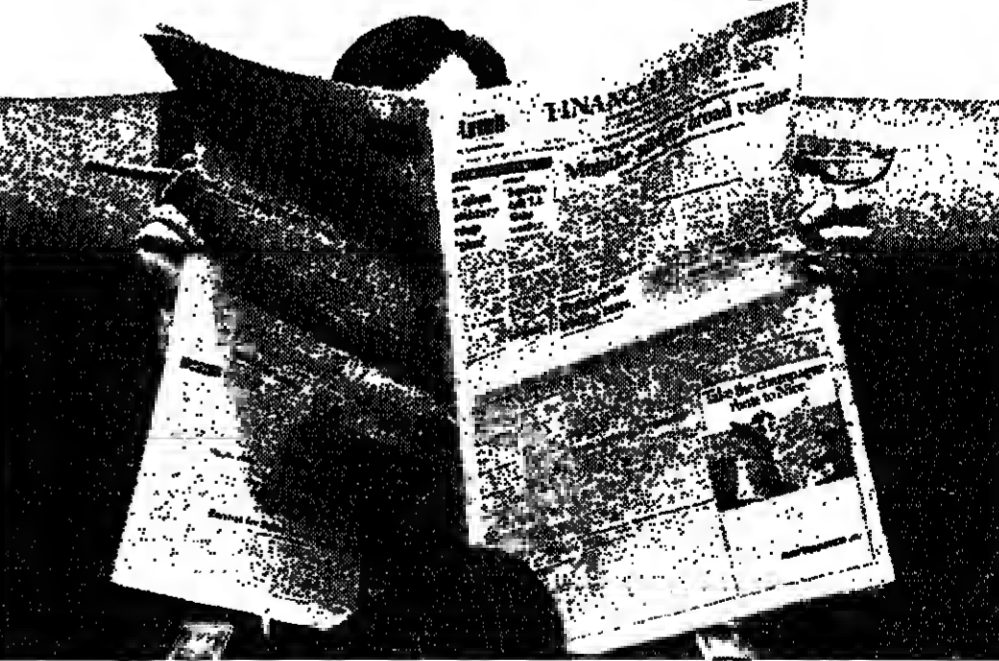
Money Market, Page 33

CONTENTS

The Times: the "awful spectre" comes to pass	24	Lombard: Anatole Kaletsky looks at TUC/CBI relations	22
Economic Viewpoint: leave the exchange rate alone or	25	Business and the courts: unravelling "equitable estoppel"	22
Poland: fears of new unions	2	Editorial comment: The Times; grain trade	24
Iran: internal oil rationing	4	Survey: Wrexham	19-21
Marketing: sponsorship for companies	12		

American News	5	European News	2, 3	Man & Matters	24	TV and Radio	22
Appointments	14-18	European Options	23	Mining	24	UK News	22
Arms	22	FT Actuaries	23	Money & Exchanges	33	General	8, 10
Base Rates	22	Int. Companies	23-31	Overseas News	3, 4	Labour	7, 11
Business books	24, 35	Jobs Column	14	Racing	24	Unit Trusts	39
Business Oppts	31	Leader Page	24	Share Information	40, 41	Weather	42
Companies UK	25-28	Letters	25	Stock Markets	35	World Trade News	5
Commodities	27	Loans	25	Wall Street	36		
Crossword	28	Loans	25	Bourses	36	INTERIM STATEMENTS	27
Econ. Indicators	22	Lombard	22	London Trd. Opns.	37	Dupont	27
Estimates	22	Marketing	22	Today's Events	25	Hoveringham	27
						Telephone Rarities	28

Take the champagne route to Nice.



Air France gives you 'Club' Class to Nice. This is the new, luxurious way of flying to the South of France and back.

Big, roomy Airbus, flying daily, give you all the style and service you expect from Air France.

With only 40 seats per flight, 'Club' Class is all rather exclusive. So, too, are the special check-in facilities and the seat allocation.

Flying in the front cabin on the wide-bodied Airbus, you'll have plenty of room to stretch out and relax.

A superb 3-course cold meal is provided en route, together with free drinks (champagne, if you wish) all the way.

Sounds extravagant? Perhaps it does, yet 'Club' flights cost only £135.50 single Heathrow-Nice.

Isn't it time you took the champagne route?

Ask your Travel Agent for full details—or contact Air France direct.

AIR FRANCE

EUROPEAN NEWS

East European leaders still fear "democratic socialism," writes Leslie Collett in Berlin

The storm gathers over Poland's free unions

FEAR OF Poland's independent unions has gripped the leaders of the Warsaw Pact countries. It is this fear of the dangers, real or imagined, to the stability of the Communist regimes which makes the next steps by Moscow and its hardline allies so unpredictable.

"A spectre is haunting Eastern Europe, the spectre of democratic socialism," said one East German writer, giving another twist to the opening words of the Communist Manifesto.

He and most of his countrymen, are sceptical about the chances of survival of the free trade union movement in Poland. Their pessimism is reinforced by the increasingly sombre warnings of Herr Erich Honecker, East Germany's leader, that East Germany "cannot remain indifferent to the fate of people's Poland."

"If our friends (in Moscow) believe the Polish comrades are in serious trouble, and that the fraternal parties in Berlin and Prague are threatened, then they will rush to Warsaw's aid from all sides," noted an East German Communist Party member, while describing a pincer movement with his hands.

Not for a moment do East Germans doubt that their authorities' latest attempt to reduce contacts between East and West Germans by raising the currency exchange "fee" for Westerners entering East Germany was a by-product of Moscow's fears over Poland.

"In the conspiratorial Soviet mind," said one East Berlin professor, "the many West Berliners and West Germans visiting their relatives and friends here were part of a two-pronged assault on socialism in East Germany. It was represented as the Deutsche Mark undermining socialism from the West and by Lech Walesa (leader of Solidarity), the biggest new union) undermining it from the East. Our leaders are able



Herr Honecker of East Germany, left, is giving sombre warnings. Mr. Dubcek of Czechoslovakia, centre, learned the price of reform in 1968. Mr. Kadar of Hungary, right, does not fear Poland's new unions.

to read the collective mind of the Soviet leadership and acted swiftly."

Some East Germans, especially younger ones, express sympathy for the new Polish unions' goals, but as cautious people they believe the unions are moving too fast. Perhaps an even greater number are wary of all political developments in Poland, believing, as one East German foreman put it, that the "Poles have made a mess of everything." This hostile view has been reinforced by the economic aid East Germany is providing to Poland, which many East Germans see as a threat to their own standards of living.

Czechoslovaks are equally pessimistic about the Polish unions' future. As in East Germany, young Czechoslovaks, unbored by past animosities between Poles and Czechoslovaks, have placed the greatest hopes in the new unions.

A middle-aged Czechoslovak who, like nearly all his countrymen, was a supporter in 1968 of Mr. Alexander Dubcek, the reformist Communist leader, shrugged his shoulders and said: "We were taught our lesson in August 1968 (the time of the Soviet-led invasion) and have no illusions about what will happen in Poland."

Mr. Ota Sik, a top economics official under Mr. Dubcek who fled to the West after the Soviet occupation, noted that there "can be no status quo" in Poland now.

One possibility he suggested is that the new unions will push through their economic demands, but will come into conflict with the Communist Party on political issues. The party "will then put the unions under pressure. And if the party fails, then intervention is possible," he said gloomily.

Hungarians, who of all the Eastern European people feel the greatest sympathy towards the Poles, say that Mr. Jano

Kadar, their own Communist leader, stands alone in Eastern Europe in not fearing that the Polish unions are threatening the stability of his more liberal Communist rule. His party has refrained from direct criticism of the unions and has expressed the hope that Poles will find a "socialist solution" to their problems.

When Herr Honecker recently said that East Germany and its "friends" would make sure "no one turns back the wheel of history," in Poland, even Polish officials were incensed. Such remarks from East Berlin, they noted, were almost calculated to cause wavering Poles to throw their support to Mr. Walesa and his Solidarity union.

East European moderates believe that the more strident the hardliners' attacks become, the more likely they will be to produce a bond between the new unions and disillusioned members of the Polish Communist Party.

Why then do the East Berlin

and Prague hardliners publicise their frequent warnings? One East German who has spent an adult lifetime reading between the lines of official Communist pronouncements said that, in fact, they are telling "us not to get up any false hopes that change might be possible here if the Polish unions survive."

Dark warnings of a "national disaster"—that is, a Soviet invasion—were strongly hinted at by the beleaguered Polish Communist Party during the August strikes. Only this week, Mr. Walesa, asked about the threats of outside intervention, replied: "Let them try. They often threatened us in the past with rockets and tanks. We will not let ourselves be smashed in the face."

Blunt language like this is quite different from the ideological opposition to Moscow provided by Czechoslovakia in 1968. The Russians then were convinced that Czechoslovakia would not resist an invasion.

One Pole, who called himself an "optimistic sceptic" on the prospects for the new unions' success, noted that the likelihood of Soviet intervention was "small, because the Polish people are angry." He admitted, however, that the Russians were unpredictable, and that no one could know what was on President Leonid Brezhnev's mind. Another Pole felt the Russians are leaving their aims "purposefully vague."

One long-time East European Communist said this week he was less optimistic than ever about Poland because of disclosures at the Soviet Communist Party's Central Committee session in Moscow.

"If the Soviet harvest turns into another disaster as indicated," he remarked, "and there are... problems in feeding the Soviet people, then Brezhnev and his Politburo will indeed feel threatened, and not only by Poland."

Walesa adamant over union statutes

MR. LECH WALESKA, the leader of Poland's free trade union, Solidarity, will not alter the union's statutes "by a single comma" to speed up the official registration of the union.

Solidarity's application for legal registration has been held up in the Warsaw courts for nearly four weeks. The draft statutes pledge to uphold the Polish constitution, where communist supremacy is enshrined, but make no reference to the leading role of the Communist Party.

Mr. Mieczyslaw Rakowski, a member of the Central Committee of the party, said on television on Tuesday night that Mr. Walesa's position was unacceptable and that the issue of party supremacy was the cause of the delay.

Mr. Rakowski said Solidarity must have a clearly defined practical character.

Christopher Bobinski adds from Warsaw: Thirty-three Polish railway workers in Wroclaw are on hunger strike in support of a pay demand.

The action comes after talks between the Transport Ministry and the railwaymen's branch of Solidarity broke down when the Minister refused to discuss the wage demand on the grounds that it was too high.

Even though the authorities are dragging their feet on the issue of Solidarity's registration, there are signs the mass media are being opened up to people with dissenting views. Tuesday evening saw a 40-minute discussion on television about the present situation in the country, which was attended by participants of the "Experience on the Edge" group. The group has produced two reports highly critical of Government policies in recent years.

At the same time, the Society of Academic Courses, a group of academics who have organised lectures in private homes on subjects excised from official courses, has been invited to hold its annual inaugural lecture in the main hall of Warsaw University on Friday.

Top Soviet envoy in Czech talks

By Our Berlin Correspondent
MR. ANDREI KIRILENKO, a senior Soviet politburo member, arrived in Prague yesterday for talks on Poland with Mr. Gustav Husak, the President and Communist Party leader.

The Czechoslovak leadership feels threatened by developments in neighbouring Poland, whose new independent unions have been criticised as "counter-revolutionary."

In a flurry of eastern diplomatic activity, Mr. Boris Ponomarev, another Soviet politburo member, is in East Berlin for talks with Herr Erich Honecker, the East German leader, who has pledged his country to fight the "subversive activities of anti-socialist forces" in Poland.

General Heinz Hoffmann, East German Defence Minister, who is a member of his party's politburo, told party officers in the East German army that every member of the armed forces is to be raised to a high level of political alertness "in order to reject the ideological attacks of the enemy."

General Hoffmann said: "The continued forward march" of socialism and its "military defence" requires not less but more "political and ideological work."

East Germany's leading political weekly said yesterday the real aim behind West Germany's policy of détente toward East Germany was to "eliminate the socialist system on German soil... that means the liquidation of the German Democratic Republic."

Austria plans £11bn budget

VIENNA — Dr. Hannes Androsch, Austrian Finance Minister, yesterday outlined the 1981 budget providing for revenues of Sch 285.3bn (£9.3bn) and expenditure of Sch 335.1bn (£11bn). He told Parliament that half the projected Sch 50bn deficit was the amount Austria had to set aside to pay its debts at home and abroad.

The net deficit of Sch 24bn would be the lowest since 1974 in relative terms. The 1980 budget year was expected to close with a net loss of Sch 30bn.

Austria's large foreign trade deficit, expected to total Sch 86bn this year, may reach only Sch 78bn next year because of lower economic growth and a reduced level of imports.

Martens is sworn in to head Belgian four-party coalition

BRUSSELS — King Baudouin of Belgium swore in a new Government yesterday and named Mr. Wilfried Martens as Prime Minister.

The appointment of Mr. Martens' 32-member Government, a four-party coalition made up of the French and Dutch-speaking wings of the Socialist and Social Christian parties, ended a two-week political crisis.

It will be the fourth government that Mr. Martens, a Flemish Social Christian, has headed in 18 months. The last one fell on October 7 after the right-wing liberals split with the members of the present coalition over what they considered inadequate proposals to cut public spending.

The only major changes in the new coalition were the appointment of Mr. Mark Eyskens, a Social Christian, as

Finance Minister to replace Mr. Paul Hatty, a Liberal, and Mr. Frank Swaelen, a Social Christian, as Defence Minister in place of Mr. Charles Poitiev, of the Liberal party.

The Socialist Mr. Willy Claes stays on as Minister for Economic Affairs, and Mr. Charles Ferdinand Nothomb, a Social Christian, retains the Foreign Minister's post.

The Government, Belgium's 30th since 1944, will command 140 seats in the 212-seat Parliament and 125 out of 181 in the Senate. Its most pressing task will be to deal with the country's growing economic problems.

Unemployment, at over 10 per cent, is the highest in the European Community. The balance of payments deficit is expected to reach £2.45bn this year, and there is a £400m deficit in the social security system.

Dispute over Danish oil comes out in the open

BY OUR COPENHAGEN CORRESPONDENT

THE ARGUMENT about how Denmark's oil resources should be explored and exploited has been forced into the open by publication of details of negotiations between the Energy Ministry and the sole franchise holders, A. P. Moeller and its partners in the Danish Under-ground Consortium (DUC).

Talks have been continuing for seven months on changes to the 1976 agreement which gave the DUC exclusive rights on land and offshore.

The Energy Ministry, which says the DUC is moving too slowly, wants to break up the area into smaller zones and bring more companies into the hunt.

Under the terms of the original deal—which was set to run until 2010—the DUC was to

begin handing back parts of the concession, starting with a 9 per cent parcel by January 1981 with the handover continuing at 9 per cent every fifth year until 1990.

The Energy Ministry believes this is not fast enough and wants, half of the concession back by 1982 and the rest of 1985. DUC will be allowed to keep areas in which it has found oil and gas but the Government will have first rights to any North Sea production.

A. P. Moeller is offering to give back 37 per cent of the concession now, but retain the rest under the original agreement. It also claims that Mr. Poul Nielson, the Energy Minister, has turned down its offer to bear the whole cost of a pipeline for the North Sea.

Port Harcourt. Without beating about the bush.

If you're flying to Port Harcourt we know how to get you there faster and with less fuss.

From 31st October we fly Heathrow to Port Harcourt non-stop every Friday morning departing 10 o'clock.

This new Nigeria Airways service is in addition to our daily flights to Lagos and Kano.

All our international flights connect with Nigeria Airways exclusive network within Nigeria and our onward flights to all the other major West African destinations.



NIGERIA AIRWAYS
The best connections in West Africa.

CALL YOUR TRAVEL AGENT OR NIGERIA AIRWAYS.
12 CONDUIT STREET, LONDON W1L 0EJ TEL: 01-629 3717.

The unsecret of our success



Friendly and efficient service in a dynamic economy is the winning combination that assured our growth into a city bank of Japan. And now we're developing into an international financial complex.

Perhaps more than any other Japanese bank, Saitama offers its customers the full benefits of its vigor and vision. The vigor that has made it one of Japan's fastest growing major banks. And the vision of a bank that never forgets people are people.

The Japanese bank that helps you grow
SAITAMA BANK

HEAD OFFICE: URAWA, SAITAMA PREF., JAPAN

BRANCHES: TOKYO, YOKOHAMA, NAGOYA, KANSAI, KYUSHU, HONSHU, SHIKOKU, OKINAWA, AND OVERSEAS.

London Branch: 25, Cannon Street, London EC4A 3DF. Tel: 01-583 2411. Telex: 330000 Saitama.

Frankfurt Representative Office: Hauptstrasse 15, 6 Frankfurt am Main 1, F.R.G. Tel: 069 111111. Telex: 330000 Saitama.

Saitama Bank (Europe) S.A.: 22 Avenue de la Liberte, 1040 Brussels, Belgium. Tel: 02 230 2100.

New York Branch: 100 Nassau Avenue, New York, N.Y. 10038. Tel: 212 512 5000. Telex: 330000 Saitama.

Singapore Representative Office: 100 Raffles Place, Singapore. Tel: 04 222 2222.

Other Representative Offices: Hong Kong, Manila, Osaka, Seoul, Taipei, Tokyo, and many others.

PHILIPS

Simply years ahead



Visa—your professional passport to Prestel services.

Compact, completely self-contained, the TMC Visa terminal—with its 9" screen—sits unobtrusively on any desk to provide fast, simple access to the rapidly growing bank of PRESTEL information. Fully proven in service, Visa is fully approved by the British Post Office (TELECOM).

For full details contact Philip Green on Malmesbury (0666-2) 2801, or write to:

Business Systems TMC Limited, Marketing Division, Swindon Road, Malmesbury, Wiltshire SN10 1NA, England.

Gaullists urge big investment boost

By Robert Mauthner in Paris

THE GAULLIST RPR party, which has persistently criticised the Government's economic policy, has published its own programme calling for an acceleration of economic growth through massive state support.

The new proposals will doubtless be a cornerstone of the campaign to be conducted by the Gaullist candidate in the forthcoming presidential election, who will probably be M. Jacques Chirac, the party leader.

Commenting on the programme, published in book form under the title of "Trump Card France," M. Jean Mee, the

deputy secretary-general of the party, said that Prime Minister Raymond Barre's current economic policy was leading the country to "bankruptcy and revolution."

Given the present rate of economic growth, the budget deficit and that of the social security system would soon reach FF100bn (£10bn) and, if nothing was done, unemployment would rise to the "intolerable level" of more than 2m.

The right to work was a fundamental principle in the fight against unemployment, currently running at some 1.5m. It should be the first of all

priorities, M. Mee said in a preface to the book.

The fundamental mistake which had been made by President Giscard d'Estaing and M. Barre was to have opted deliberately for a slow growth policy. What was required was a moderate refutation of the economy, which would create jobs and strengthen the country's economic structure.

The Gaullists therefore proposed a FF100bn investment support programme spread over five years and applicable not only to industry, but to agriculture, construction and regional development.

This programme would be financed, not by raising taxes nor by increasing the budget deficit, but by a reduction of public expenditure, a proposal which observers have found somewhat self-contradictory, given that so much government money would be channelled into support for investments.

The Gaullists also propose a special employment contribution to be made by the richest categories of the population, which would take the form of a FF15bn bond issue, and the exonerations from income tax of all people earning less than £3,000 a year.



Oreja takes up new Basque post

By Robert Graham in Madrid

SR. MARCELINO OREJA, Spain's former Foreign Minister, yesterday took up his new post as government representative in the Basque country. The post, created last week along with a similar one for Catalonia, reflects a more conciliatory policy towards the Basque nationalists.

He will act as the principal co-ordinator of government policy, a role that covers both political, economic, social and security matters. Sr. Oreja, a Basque with a parliamentary seat for Guipuzcoa, will oversee the delicate devolution of power to the new Basque government. He has the rank of a Minister and has apparently been given a wide measure of personal initiative.

The more conciliatory approach towards the Basques is also underlined by the parallel removal of Gen. Sanchez de Santamaria as the government's special representative in the Basque country co-ordinating security operations.

The disappearance of this post is regarded as a gesture of good will towards the Basques, also paving the way for the creation of a security force raised and controlled by Basques. However, Sr. Oreja's appointment has been greeted by some Basque nationalists as "colonial" since he will act as a sort of governor-general.

ETA, the militant Basque separatist organisation, is continuing its campaign of terror, and the political parties sympathetic to it are increasingly distanced from parliamentary politics.

President Chun set to win S. Korea poll mandate

SEOUL—South Koreans voted yesterday in a constitutional referendum and President Chun Doo-hwan appeared certain to win a mandate to abolish the parliament and political parties.

Calls by militant students for a boycott of polling booths were ignored as a record number turned out to vote on what will be the country's ninth constitution since the first government was sworn in in 1948.

Newspapers began carrying banner headlines proclaiming that the new constitution was

certain to be adopted by an overwhelming majority.

The constitution will pass when a simple majority of "yes" votes are counted. Over 92 per cent of the more than 20m eligible voters turned out in what the central election management committee said was a record.

The final result will be known only late on Friday or early Saturday.

President Chun, his wife and eldest son were among the first to cast their votes at the polling station near the Presidency.

Among other early voters were the acting leaders of the two main political parties, Chung Nae-Hyok of the Democratic Republican Party (DRP) and Yi Min-u of the New Democratic Party (NDP).

Kim Jong-Pil, former DRP leader, retired from office after returning \$38m worth of corruptly obtained assets to the state to avoid prosecution. Kim Young-Sam, former head of the NDP, who has been kept by the military under house arrest, retired saying the atmosphere in South Korea was not conducive to party politics.

Reuter

Falldin survives by one vote

By William Dullforce in Stockholm

THE SWEDISH Government yesterday survived by a majority of one in an opposition motion of no confidence in the Swedish Riksdag (Parliament). The voting was 175-174 in favour of Mr. Thorbjörn Fälldin's non-Socialist coalition.

The Social Democrats and Communists failed to obtain the single defection from the Conservative, Centre and Liberal ranks which they needed to bring down the Government. They had charged the coalition with abandoning Sweden's traditional full employment policy and with reneging on guarantees to pensioners.

The latest opinion poll indicates that public support for the Government has slumped to 43.5 per cent, while 49 per cent back the Social Democrats and 6.5 per cent favour the Communists.

Mr. Fälldin has reiterated his intention to press ahead with cuts in public spending.

West German vehicles

West German motor vehicle registrations climbed to 208,680 in September, 26.6 per cent up from August and 5.5 per cent above the level a year ago, the Federal Statistics Office said. Reuter reports from Flensburg. New registrations in the first nine months of 1980 totalled 2,23m, 7.2 per cent down on the same period of 1979.

Geneva accord seeks an end to napalm, land mines, booby traps

By Brii Khindaria in Geneva

THE MOST brutal feature of modern war, the heavy death toll among civilians, may be alleviated by an international treaty concluded in Geneva earlier this month after two years' negotiation. The treaty also aims at protecting guerrillas and soldiers against needless suffering.

The treaty, which supplements the Geneva conventions of 1949 and the protocols of 1977, has been sent for approval to the United Nations General Assembly in New York. It will come into force as soon as 20 countries have signed it.

"Excessively injurious conventional weapons" which kill massively and indiscriminately or cause unnecessary pain are the treaty's target. It strikes a precarious balance between humanitarian imperatives and the wartime need to kill the enemy. This conflict has dogged war strategists and negotiators, especially since the realisation that a third of the people killed in the Second World War were civilians, compared with only 5 per cent in the First World War.

The percentage rose to 37 per cent in Korea and 41 per cent in Vietnam, because of more destructive weapons and the hazy line between civilians and guerrillas.

Other reports from the Middle East, Indochina and Africa describe fragmentation bombs which explode into tiny pieces undetectable by X-ray, and difficult to remove surgically because they have hooks or crooked shapes.

In many places, civilians have been killed, even after the end

of war by randomly placed land mines whose locations had been forgotten, or by booby traps which were often simply toys and articles of daily use rigged with explosives.

The protection the new treaty gives to civilians in wartime goes well beyond the four Geneva conventions and the two protocols. But it will be applied

The Geneva treaty to curb the use of 'excessively injurious conventional weapons' has been sent for approval by the UN General Assembly.

only if each party to a conflict promises to abide by the conventions and protocols.

The 1949 conventions regulate treatment of prisoners of war and the wounded and sick, forbid torture or degrading treatment, and protect civilians against military attack.

The 1977 protocols, reflecting the lessons of later wars in Vietnam and Africa, give guerrillas and anti-colonialist fighters equal protection to regular soldiers.

The new treaty bans booby traps and fragmentation bombs or fragmentation bullets. It also forbids the use against civilians of napalm and other firebombs,

including the magnesium and thermite bombs used in the Second World War.

Such incendiaries may be used only against troops located away from cities, provided that they are not dropped by aircraft because of the possibility of inaccurate aim. Nor may they be used in excessive quantities to cause needless suffering to troops.

Landmines are forbidden in civilian areas. They may be used for military purposes only if their locations are carefully recorded so that they may be removed after the war.

To protect the environment, firebombs and defoliants may not be used in forest areas unless combatants are known to be hiding there.

An important provision extends the treaty's protection to guerrillas if they have an identifiable commanding authority which promises, in its turn, to enforce obedience to the agreement. In line with the 1977 protocols, this does not cover internal insurrections.

The new treaty closes some of the biggest loopholes in the Geneva conventions. But many Governments, including those of the United States and the Soviet Union, have reserved the right sometimes to use incendiary weapons which kill by burning or suffocation.

What the Russians do in Afghanistan will be the first test of their willingness to comply with the treaty. But the treaty may not get the 20 signatures it needs until the end of next year.

PUT 150,000 CONSULTANTS ON YOUR DESK AND STILL HAVE ROOM FOR YOUR NEAREST AND DEAREST.

Here's the answer to every overworked businessman's prayer. Over 150,000 pages of continuously updated information at the press of a button. Via Prestel.



Wheelings and dealings, company news, inter-company comparisons, company performances and recent company developments are all there for the asking.



Prestel can also save you most of the running around involved in organising holidays or business trips.

Simply press a few buttons, and you'll be presented with hotel guides, details on visas, currency, even the kind of plug you'll need for your electric razor.

Plus the time table information for boats, trains and planes.

Even standby flight availability.

If you'd like more details on Prestel, and where to get your own set, fill in the coupon below.

Who knows, all that extra help could well leave you with a little more time for your nearest and dearest.

PRESTEL AND THE PRESTEL SYMBOL ARE TRADE MARKS OF THE POST OFFICE

Please send me the information you have about Prestel

Name _____

Company _____

Position Held _____

Address _____

Postcode _____

Peter Cook, Prestel Headquarters, FREEPOST, London EC4B 4PP

Prestel
British Telecom

The computer-based information service that could radically change the way you run your business and make it more efficient.

A small Prestel set on your desk will keep you up-to-date about the ups and downs on the Stock Market. Including commodity prices and foreign exchange rates.

There's a wealth of information on industrial property, warehouses, offices and shops for sale or let.

Besides assisting you in your work, Prestel also helps you rest and play.

It has good food, theatre and cinema guides, as well as film and play reviews.

OVERSEAS NEWS

The Abadan refinery is in ruins, but Iranians are not yet out of fuel Tehran's oil artery is still pumping

BY OUR FOREIGN STAFF

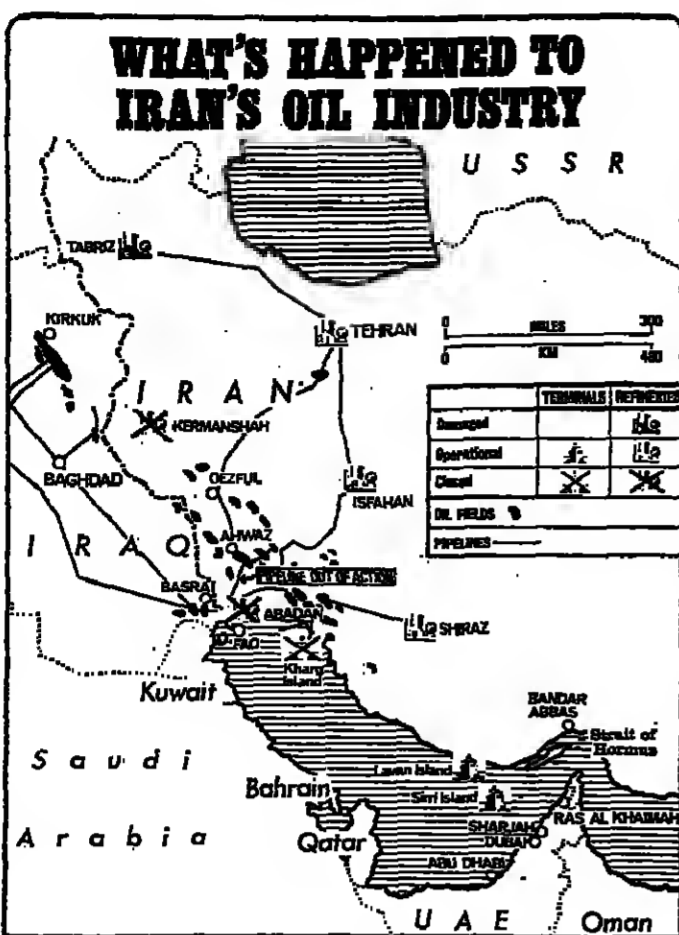
TEHRAN'S NOTORIOUS traffic jams disappeared the day after the war with Iraq began. Private cars were banned from the streets between sunrise and sunset. Petrol was unavailable. After a week, air pollution had dropped to internationally acceptable levels.

Tehran's bumpy roads are now back on the streets, thanks to a rationing scheme introduced last week. Filling stations are only open to the private motorist between 2 p.m. and 5 p.m. Queues for kerosene are also forming as Iran's winter closes in.

Iran television has shown no pictures of the blazing wreckage of Iran's largest refinery at Abadan, but all Iranians know their main oil installations are under attack. Private petrol consumption in what was once the world's second-largest oil exporter is now limited to 30 litres a month. Revolutionary committee members visit each household to establish its fuel requirements. Heating oil is in particularly short supply.

Iran has enough oil products to last the winter, according to Mr. Mohammed Javad Tondguyan, the newly appointed Oil Minister, but stocks are low. They include only 1.2m barrels of petrol, 3.4m barrels of diesel and 6.5m barrels of kerosene. In previous winters, Iran imported kerosene from Kuwait.

Abadan used to produce 80 per cent of all Iran's refined products, but half was exported. The Tehran Government now faces two problems: it has to get enough fuel from its remaining refineries and has to feed the refineries with crude from the oil fields in embattled Khuzestan province. The refineries the Government relies on now are at Isfahan and Tebran, which



together produce 425,000 barrels a day (b/d). Neither has been hit so far by Iraqi bombs. The smaller refinery at Tebran has been damaged, but it is not clear how long it will take to repair.

The main pipeline from Ahwaz, in Khuzestan, to Tebran is vulnerable to advancing Iraqi tanks, and has already

been blown up just north of Abadan. The Iranians will therefore have to rely on a secondary pipeline to Isfahan. If this were damaged or destroyed, it is difficult to see how the Iranians would fuel their war effort.

It is simple to cut down on consumption by rationing Iran's 2m motorists, but enough diesel

must be available to bring supplies and troops to the front and to distribute food to civilians.

Garages on the 1,000-kilometre road between Tehran and the Turkish border, which carries many of Iran's essential imports, are willing to sell diesel to lorries, but only 30 to 50 litres at a time. Lorries are spending so much time looking for fuel that the trip can take several days, rather than the normal 15 hours. Bulgarian lorries cope by using belly tanks and their own filling station on the Turkish side of the border.

An irreducible minimum of fuel will always be needed, whatever rationing schemes are introduced. Jet fuel is now being produced only in Tehran, but the second part of the new Isfahan refinery, which opened only at the beginning of September, is said to be able to produce jet fuel. A Phantom jet fighter bomber uses about 4,000 litres for the flight to Baghdad and back. It would not be too difficult for the Air Force to use fuel stocks built up by the civilian airline, but the Iranians are reported to have been seeking to buy 50,000 tons of jet fuel on the world market. This could be landed at the Lavan island terminal in the lower Gulf, well away from the fighting.

Iran can still pump crude from Agha Jari oil field to Isfahan and Gachsaran to the small Shiraz refinery. But the pumping stations again are vulnerable to air attack and to difficulties with power supplies.

Assuming that all private motorists receive their full allocation of petrol, only 11,500 b/d of petrol will be needed. More important, however, is kerosene, essential for heating in Tehran and also for cooking

THE GULF WAR



and lighting in the small towns and villages where more than half Iran's 36m people live. The private motorist could be banned, but kerosene supplies cannot be so easily limited.

During the winter, kerosene makes up as much as a third of Iran's 650,000 b/d consumption of products. In the factories, fuel oil is now being used increasingly instead of kerosene, in an attempt to preserve stocks and supplies. Despite this, a winter demand in excess of 100,000 b/d for kerosene seems inevitable. At that rate, stocks would last for two months.

In the past, Iran has only just managed to get through the winter by a high level of domestic production supplemented by imports of products. With Abadan out of action and with difficulties in importing, shortages are inevitable and tighter rationing will be necessary. But Iran should be able to produce enough fuel to keep its armed forces in action for the next six months, providing its remaining oil installations are not destroyed.

With the main oil-exporting terminal at Kharg Island damaged and out of use, exports can still be handled via both Lavan Island and the small Sirri Island terminal. Theoretically some 200,000 b/d could be off-loaded from these points, so easing the pressure on Iran's financial reserves. Continuing exports from these two terminals was recently confirmed by Mr. Ali Reza Nowbari, the governor of Iran's Central Bank.

Gas field repairs nearing completion

By Simon Henderson

REPAIR WORK on a huge Iranian offshore gas field, which has continued despite the revolution, the hostage crisis and the Gulf War, is due to be completed this week after three years.

The Iranian-registered drilling barge, Scan Bay, is expected to move from its position 70 miles south-east of Bushehr in the Pars gas field to take up other work for the National Iranian Oil Company (NIOC). It has been working in the area ever since an underground blow-out occurred in the field in September, 1977. The so-called unexploited Pars field is estimated to contain reserves of 54 trillion cubic feet of natural gas, making it one of the largest in the world.

The gas field's exceptionally difficult rock structure meant that it was not until two months ago that the blow-out was finally sealed. Since then the Scan Bay has been doing repair work on the field. The successful operation shows both the continuing efficiency of NIOC despite revolutionary purges, and the pragmatism of its management. Although the drilling barge is owned by a group of interests of which the largest is the Norwegian Mosviold shipping group, it is being operated by Scan Drilling which has offices both in Houston and Singapore, as well as Bahrain where the present operation is based.

The rig's crew is a mixture of both Iranians and expatriates, including some Americans. Asked about the anomaly of having U.S. oilmen on board despite the hostage crisis, an NIOC official said they had Iranian work permits, showing that "if you need something, you can get it." Officials in Washington pointed out that as a pre-existing service contract, Scan Drilling would not be affected by U.S. sanctions regulations. Although not intended for exploitation immediately, the Pars gas field will be of importance to Iran when and if oil exports revive after the Gulf War. During the Shah's rule there were grandiose plans to use the gas both for refection in the big Gachsaran oilfield on the mainland and for exports as liquefied natural gas.

West Bank mayors' case begins today

BY DAVID LENNON IN TEL AVIV

ISRAEL'S Supreme Court will today begin hearing an appeal against their deportation by two West Bank mayors who are on hunger strike at the Israeli border post beside the Allenby Bridge over the Jordan.

The case has already begun to stir up foment in the occupied territories where pressure is growing on the other mayors to tender a collective resignation if the banishment of their colleagues, Mr. Fahd Kawasme of Hebron and Mr. Mohammed Milhem of Halhoul, is not reversed.

The Supreme Court agreed to hear the case only half an hour before the mayors were due to be deported again after being permitted to return last week from five months' exile to present their case before the military government's appeal committee.

The mayors went on hunger strike after the committee rejected their appeal.

Both Mr. Manahem Begin, the Prime Minister, and the military governor of the occupied West Bank, have also rejected appeals to cancel the deportation orders against the mayors. The two were summarily banished in May on charges of incitement against the occupation only hours after six Jewish settlers were killed in a Palestinian ambush in Hebron. The families of Mr. Kawasme and Mr. Milhem have asked the other mayors to resign in protest if the expulsion orders are not rescinded. But Mr. Elias Freil, the mayor of Bethlehem, opposes this move which he says would play into the hands of the Israeli authorities.

Former Lebanese minister asked to form government

BY JAMES FORTH IN SYDNEY

BEIRUT—Mr. Elias Sarkis, Lebanese President, named Mr. Shafiq Al-Wazzan, former Justice Minister, as Prime Minister-designate yesterday and asked him to try to form a new government, a presidential statement said.

Mr. Selim Al-Hoss, outgoing Prime Minister, announced his resignation in June but stayed on in a caretaker capacity while attempts were made to create a government of national unity. An ISRAELI aircraft attacked Palestinian positions along the Lebanese coast south of Beirut yesterday, Israeli radio reported. The radio said all the Israeli aircraft returned safely after the raid, but gave no further details and the Israeli military command would not comment on the report. Agencies

retrospective power, he said. "I am not foreshadowing any change," Mr. Hamer said. "I think that it's more a matter of making sure we don't get concentration of power and influence in the future."

The inquiry will seek to establish the extent to which the beneficial ownership of shares or the voting power in corporations publishing newspapers with a substantial circulation in Victoria is concentrated and whether it would be in the public interest to regulate ownership and control

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

THE STATE Government of Victoria will hold an inquiry into the ownership and control of the state's newspapers with a view to preventing newspapers from falling into limited or monopoly ownership.

Mr. Rupert Hamer, the state Prime Minister, denied that the inquiry was connected with the bid late last year by the News Group, headed by Mr. Rupert Murdoch, for control of the Victorian-based Herald and Weekly Times, Australia's largest Press group.

Nor will the inquiry have any

Bombers strike at Baghdad as Iraqis raid Dezful

BY OUR FOREIGN STAFF

IRANIAN fighter bombers raided Baghdad yesterday and Iraqi aircraft made raids against positions around the besieged town of Dezful, according to the Iraqi news agency.

Tehran radio said Iranian forces had destroyed five Iraqi artillery pieces and shot down an unspecified number of Iraqi aircraft near Mehran in the northern fighting area.

Further south the Iraqis claimed to have sunk an Iranian supply vessel at Khawr Mnsa, a port at the head of the Gulf just east of the besieged cities of Khorramshahr and Abadan.

The Iraqis said that fierce fighting was continuing both in the area east of these cities as well as north of them towards Ahwaz, the capital of Khuzestan province which is

also threatened by Iraqi tank and artillery units. But the refinery city of Abadan was said to be calm with Iranian forces holding their positions.

According to the Iraqi report, Iranian aircraft also attacked a town in northern Iraq. The agency quoted a statement from the Iraqi military high command as saying two Iranian Phantoms struck at a residential suburb

of Baghdad, wounding eight people. One of the jets was shot down, it said.

The Iranian air force also hit at Haj Umran, near Iraq's north-eastern border with Iran, the agency said.

The statement said another Iranian jet was shot down over the southern battle zone. Forty Iraqis were killed in 24 hours of fighting for the loss of 24 Iraqis, it claimed.

It also said two Chieftain tanks and an armoured personnel carrier were captured from the Iraqis in working order. Three Iraqi vehicles were destroyed in the fighting in Iran's oil-producing province of Khuzestan.

In the area of Sar-E-Pol-E-Azhab, Iranian artillery had destroyed all enemy artillery units, the Iranian broadcast added.

There are six easy ways to make your advertising more cost effective

Advertisers who employ traditional 'full service' agencies may be spending more than they should for the services they need.

The reason is simple. Most agencies are production rather than consumer orientated. Over the years, they have built up a range of services that they believe advertisers might want. And all these services are made available regardless of whether a particular advertiser actually needs them all. For a lot of advertisers, that's just wasteful.

So it's not surprising that an increasing number of advertisers are turning to a different system - that of the Media Independents.

Media Independents today are planning and buying over £150 millions' worth of media expenditure in the UK alone - and many millions overseas. The Client list includes such

major companies as British American Tobacco, Debenhams, EMI, Gillette, ICI, IPC Magazines and Marshall Cavendish.

So what exactly do such impressive names gain by using Media Independents?

First, total commitment. Quite simply, independent media executives are more involved in the business. Many of them are in fact principals of their own companies. Having a very personal stake in their companies' future and profitability, they naturally adopt and maintain the very highest standards. After all, they are only ever as good as their last campaign.

Second, significant economies. The quality buying of Media Independents means greater cost effectiveness. In addition, not having the massive overheads of conventional

ad agencies, Independents can afford to charge much more realistic fees assessed closely in relation to individual requirements.

Finally, really creative planning. Because Media Independents are usually much closer to their Clients' marketing, creative and media needs, they are in a better position to produce really relevant planning. In addition, being in constant contact with media owners, they are often the first to know about and appreciate the possibilities of particular buying opportunities - and take full advantage of them.

There are six easy ways to find out more about these considerable benefits, and about how the advertising services you pay for can be tailored to your needs rather than those of ad agencies' administrative convenience. Just contact any of the six names below:

Martin Lester,
ALL MEDIA SERVICES,
34-35 Dean Street,
London W1V 5AP
Telephone: 01-734 8834

John Ayling,
JOHN AYLING
& ASSOCIATES LTD.,
94-97 Fetter Lane,
London EC4A 1EP
Telephone: 01-242 7352

Allan Rich,
THE MEDIA BUSINESS,
Media House,
16, Morwell Street,
London WC1B 3EY
Telephone: 01-637 7342

Paul Green,
MEDIA BUYING
SERVICES (UK) LTD.,
84, Grosvenor Street,
London W1X 9DF
Telephone: 01-493 1815

David Reich,
TMD ADVERTISING LTD.,
20-22 Wellington Street,
London WC2E 7DD
Telephone: 01-836 3862

Tony Rowse,
TONY ROWSE MEDIA LTD.,
8-10 Denham Street,
London W1V 7RP
Telephone: 01-434 3051

U.S. ELECTIONS



Phillies' win could run out Reagan

By Jurek Martin, U.S. Editor, in Washington

RONALD REAGAN might just as well pack up his saddlebags and ride back to California, because he will never become President of the United States. This was made clear on Tuesday night by the victory of the Philadelphia Phillies over the Kansas City Royals in baseball's World Series.

In every election since the war, with the exception of 1948, whenever a National League team has taken the Autumn classic, a Democrat has won the Presidency. Whenever the competing American League side has won, the White House has gone Republican. The Phillies represented the national league.

For some readers, the World Series contained many bad omens for Mr. Reagan. The Democratic Party is, nominally, the party of the Left. Philadelphia's star performers were a pair of pitchers, Steve Carlton, the big starter, and Niekirk, the venerable and hairy relief hurler both left handed. So are Larry Bowa and Del Unser, two unsung performers who delivered key hits throughout the six games.

It follows, therefore, that the Kansas City players found most wanting pitched and swung from the right side: like Dan Quisenberry, the underhand relief pitcher, whose gingery hair Mr. Reagan is sometimes maliciously said to be attempting to copy; or two batters, Jose Cardenal, who is a Cuban expatriate (Cubans like Mr. Reagan), and Hal McRae, who happens to wear number 11 (Mr. Reagan was born in 1911).

Finding omens from all walks of life is a major art form in any election year, particularly when the race is close. It is, of course, not infallible. In 1976, the Financial Times Washington office went to great lengths to locate a ward (a subdivision of a constituency) which had never voted for the losing candidate. It was found in Fountain Hill, Pennsylvania. Naturally it went for President Ford.

The stock market, however, is the most frequent place in which adages are sought. The most popular one runs as follows. The Dow Jones Industrial average always peaks either before or after election day. If it peaks before then, a Democrat wins. If after, a Republican.

The Dow hit its high for the year on September 22, and most market analysts now doubt it will exceed it for the balance of the year. This is possibly because of a second historical fact—that ever since Eisenhower, the market has always gone down in the first year of a Republican Administration. This time also appears to be pointing, though more tentatively, in a Carter direction.

But Mr. Reagan need not despair. Another seer has been propounding the theory that whenever a Presidential candidate is taller and older and with a surname ending with the letter "N", he will win. This theory has gained much credence recently. But it seems to forget that Nixon was shorter than McGovern, but won, and shorter than Kennedy, but lost. The only safe course is Las Vegas or Ladbrokes.

Muskie outlines Madrid plans

By DAVID BUCHAN IN WASHINGTON

THE U.S. will urge improvements in the areas of human rights, freer movement of people across East and West European borders and confidence-building measures to reduce military tension between the North Atlantic Treaty Organisation and the Warsaw Pact at next month's Madrid Conference on Security and Co-operation in Europe to review the Helsinki agreements. Spelling out the U.S. approach, Mr. Edmund Muskie, the Secretary of State, told a Wisconsin audience this week that the U.S. delegation, led by Mr. Griffith Bell, the former attorney-general, would do its best, along with its Atlantic alliance partners, to stop the Soviet Union turning the conference into a propaganda forum.

Trudeau grants concessions in reform package

By JIM RUSK IN OHAWA

MR. Pierre Trudeau, Canada's prime minister, has agreed to modify his constitutional reform package to secure the support of the New Democratic Party by accepting two crucial amendments it has demanded.

In an exchange of letters between Mr. Trudeau and Mr. Edward Broadbent, the NDP leader, the Government agreed to grant Canadian provinces the right to levy indirect taxes on non-renewable resources and to share power over inter-provincial trade in non-renewable resources, although Ottawa would retain paramountcy in that field.

These concessions go to the heart of the argument between Mr. Trudeau and the majority of the provinces. They want to be sure to maintain control over such natural resources as oil, gas, minerals and fisheries.

The NDP, a Labour-style party, has been demanding these changes since Mr. Trudeau proposed his reforms just over two weeks ago. It will support the package on the floor of the House of Commons, from where it will be sent to committee for study. The agreement offers political benefits to both sides. Mr. Trudeau gains crucial support

from western Canada as 26 of the NDP members are from the West, where Mr. Trudeau's Liberals have only two seats.

That means the reform package will have the support of some Federal members from every province in Canada, except Alberta, where the Progressive Conservatives hold all the seats.

The NDP will be able to argue that it delivered amendments of importance to the west, the region where it is strongest and where two of its provincial leaders—Mr. David Barrett in British Columbia,

and Mr. Howard Pawley in Manitoba—are expected to make strong bids for power in those provinces' next elections.

The changes, the precise legal language of which will not be known for a few days, are similar to those which the NDP Government in Saskatchewan has been seeking, although the province's Premier, Mr. Allan Blakeney, has not yet made his position known. It is probable that he will now support the reforms, although the other western Premiers still plan to challenge the package in the courts.

The federal Conservatives under Mr. Joe Clark, the former Prime Minister, are standing firm in their opposition to the changes and more than 50 of their members remain on the list of speakers wishing to join the constitutional debate which has already run a week longer than the Government hoped when it recalled Parliament in early October.

The Liberals are considering forcing an end to the debate as the Parliamentary timetable is getting clogged and a Budget is to be introduced on October 28. However, it is not clear whether the Liberals' new-

found allies on constitutional reform would support ending the debate at this stage.

Mr. Trudeau hopes to get his reform package through Parliament by the end of the year. Westminster would then be asked to relinquish to Canada control over the British North America Act, which serves as the Canadian constitution, adding to it a Bill of Rights. Mr. Trudeau has received assurances in London that the British Parliament would act as requested, provided the necessary resolutions pass the Parliament in Ottawa.



Mr. Broadbent... likely to back constitutional proposals.

United Autoworkers pursues merger talks with rubber workers' union

By IAN HARGREAVES IN NEW YORK

THE UNITED Autoworkers Union, one of the largest U.S. labour unions, is to explore the possibility of a merger with the United Rubber Workers Union. Top-level talks about a possible merger have already been planned, but the outlook for any link-up is complicated by the fact that the autoworkers are also considering a merger of equals with the International Association of Machinists and Aerospace Workers.

The initiator of the URW-UAW talks was the rubber workers' union, which is suffering declining membership and therefore income through the reduced fortunes of the domestic U.S. tyre producers and the fact that several new tyre plants in the U.S., including those of Michelin in France, have successfully resisted unionisation.

The rubber workers' move was almost certainly prompted by the announcement in Sep-

tember that leaders of the UAW and the machinists union had started discussions about a combination which would create the largest union in the U.S., with 2.3m members.

The smaller URW, with 180,000 members, is banking on the fact that a merger of the autoworkers and machinists will, because of their size and widely differing structures, prove a long and difficult if not impossible task.

By contrast, the rubber workers' structure is very similar to that of the UAW and the two unions have suffered together from the problems of the Detroit motor industry in the past year. Since then, 300,000 autoworkers and 50,000 rubber workers have been put out of work.

The URW appears to have reached the conclusion that it needs the strength of the autoworkers to break the resistance of Michelin in the U.S.

Certainly for Michelin, which is a large supplier to the motor manufacturers, a joint union would pose a significant threat to its ability to hold to its anti-union line as it pursues its rapid expansion in the U.S.

There is the added consideration that the UAW is a union committed to union representation on company boards—an objective already attained with Chrysler and well on the way to fruition at American Motors. There are, however, a number

of problems in the way of a rubber-auto workers' amalgamation. One of these is the fact that the URW is affiliated to the AFL-CIO, the U.S. federation of labour unions, whereas the UAW is not.

Although Mr. Douglas Fraser, the UAW's president, wants to take the union back into the AFL-CIO fold, this could not happen before 1982, when the union holds its next convention. The machinists union, meanwhile, says it does not see a

merger of the rubber and autoworkers as a problem in the pursuit of its negotiations with the UAW, raising the possibility that a three-way merger could be created.

Such an amalgamation would create an extremely powerful unit to the left of centre in the labour movement. Both Mr. Fraser and Mr. William Winpisinger, head of the machinists, were behind Senator Edward Kennedy's Presidential candidacy.

IMF mission prepares to visit Costa Rica

By Peter Montagnon

AN International Monetary Fund mission is to visit Costa Rica next month to discuss new IMF support for the country which could total 600 per cent of its SDR 41m (£22m) quota during the years 1981-1983.

The discussions follow agreement reached in March this year on a SDR 71.5m facility which has not been drawn on because Costa Rica was unable to meet Fund conditions regarding its budget deficit.

Tax legislation could not be passed quickly enough to reduce this deficit in accordance with its Letter of Intent to the Fund.

Now, however, Government officials say they have begun to make progress with the economic stability programme, opening the way to a revised agreement with the IMF. Profile, Page 30

Soviets 'try to spy on Senate'

By Our Washington Staff

THE JUSTICE DEPARTMENT is investigating allegations that a former Central Intelligence Agency member took a \$100,000 payment from the Russians to infiltrate, and pass on secrets from, the Senate Intelligence Committee.

The man at the centre of the investigation was apparently on the CIA staff from 1963 to 1970 and thereafter did occasional contract work for the U.S. agency. The Senate Intelligence Committee has confirmed that he applied for a job with the committee in 1971, but was "never considered."

Reports of Soviet attempts to infiltrate the U.S. Government are not infrequent, but it is the first time the Russians have apparently considered Congress, normally a leaky sieve for secrets, as a target.

Exxon advance

PROFITS at Exxon, the world's oil producer, continued to advance in the third quarter of this year, albeit at a slower rate as world oil consumption has been reduced by the current recession.

Details of these and other major U.S. company results appear on Page 29.

Who can resist the Italian job?

When you're trying to recruit the cream for your company, you need to offer a little extra something to tempt the thrusting executive. And what more tempting incentive than a shiny new Alfa Romeo?



The performance, right across the range from the celebrated £4,380 Alfassuds to the luxurious £11,900 Alfa 6, is of course legendary. But what may come as a surprise to the prudent Company

Secretary is the sheer economics of the proposition.

So long as you run 5 cars or more, you immediately qualify for our FleetPlan aftercare package.

This includes a year's unlimited mileage guarantee; a second year's mechanical breakdown insurance cover; free recovery and car hire; and at least 42,000 miles-worth of selected service parts free.

You'll find petrol costs low, too, for each Alfa is among the most economical car in its class. Naturally, all Alfas undergo an exhaustively thorough anti-corrosion process.

And an Alfa only needs main servicing once a year, or every 12,000 miles. Yet another area where costs are saved.

You may prefer to buy. You may choose to lease. What you can't afford to do is ignore.

Because in today's tight recruitment market, an Alfa Romeo provides exactly the extra pulling-power you need.

To: Fleet Sales Department, Alfa Romeo (GB) Ltd., Geron Way, Edgware Road, London NW2 6LW. (01-450 8641). Please send me details.

Name _____
Company _____
Address _____

Alfa Romeo

Giulietta 1.6, as illustrated, Urban cycle 26.2mpg (10.8/100km); steady 30mph (50km/h) 40.4mpg (7.0/100km); steady 73mph (120km/h) 29.7mpg (9.5/100km).

WORLD TRADE NEWS

GATT starts review of world textile accord

BY BRIJ KHINDARIA IN GENEVA

THE EEC's attempts to protect its textile and clothing makers against cheap imports are at the centre of a growing dispute here about the usefulness of international rules governing the world's textile trade.

A committee of the General Agreement on Tariffs and Trade (GATT)—the world's trade watchdog body—began talks yesterday to review the operation so far of the five-year multi-fibre arrangement (MFA) which expires at the end of next year.

The arrangement, first signed in 1973, was renewed in 1977 and lays down rules governing trade in textiles and clothes to ensure that developing country exports do not grow so fast as to run manufacturers from

industrialised nations into the ground.

The first MFA guaranteed a 6 per cent annual growth rate in imports by industrialised countries of Third World goods. But the rise of Hong Kong, South Korea, Singapore, Brazil and India as major exporters caused a flood of cheap goods, particularly in EEC countries, causing much concern in long-established companies in Britain, France, Italy, Belgium and Holland.

The imports aggravated an upheaval in the industry caused by new technology and cost-cutting measures, resulting in 4,200 business closures and the loss of 700,000 jobs between 1973 and 1978, according to the EEC Commission.

The Community's Council of Ministers therefore refused to renew the MFA in 1977 without the addition of a clause which allowed "reasonable departures" from the guaranteed 6 per cent growth rate for short periods and in emergencies. Reluctantly, the developing countries accepted the clause on the understanding that it would be used only by the Community. The renewed MFA was signed by 42 countries.

In practice, Community imports from developing countries were kept to a yearly growth rate of 4 per cent after 1977, compared with nearly 25 per cent between 1973 and 1976.

The developing countries now argue that the current MFA has done more to slow the world's

textile trade and their economic growth than to promote it.

They quote a pledge made in the MFA to "ensure the expansion of trade in textile products, particularly for developing countries." They claim breach of trust because the "reasonable departures" clause was also used by countries outside the Community, and fear that the U.S. too will use it.

The developing countries want the industrialised world to close down inefficient textile companies and allow unlimited growth of Third World manufacture, enabling rich country consumers to take advantage of cheap Third World labour.

But rising energy costs and the dollar's depreciation have converted the MFA into much

more than a dispute between poor and rich countries.

The EEC Commission says that, while it was able to curb imports from the Third World through the MFA and from Eastern Europe and other countries through voluntary restraint agreements, it has not been able to stem a growing flood of American-made goods.

The first MFA was a departure from GATT provisions which forbid imposition of import growth rates and import curbs affecting only particular suppliers instead of all suppliers. The existing MFA allowed a further temporary departure from the first arrangement. Now the Community may be seeking to make that departure permanent.

Far East freight rates rise

By Our Shipping Correspondent

THE FAR EAST Freight Conference (FEFC), one of the biggest shipping conferences in the world, is to increase its freight rates by 8 per cent from the beginning of 1981. This is its first increase for nearly two years.

The FEFC estimates that its members' costs have risen by 15 per cent since the last increase in April, 1979. However, the conference is limiting its increase to single figures "in recognition of the problems faced by shippers and consignees alike resulting from the impact of the recession on the trade generally."

The FEFC has over 30 member lines and controls freight rates on the important trade routes between Europe and the Far East. Last year its members carried 15m tonnes of cargo and earned gross revenues of \$2bn.

The increase will consist of a 3 per cent rise in the rate and an increase of 54 per cent freight ton. The FEFC has also made a number of other changes in its rate structure.

In the Eastbound trade it has been agreed between the conference and the European shippers' council to introduce a system of area differentials which will reflect inflation levels applying to the Eastbound trade for each loading area.

European component makers seek end to Taiwan counterfeiting

BY JOHN GRIFFITHS

WEST EUROPEAN motor component makers plan to send a deputation to Taiwan early next year in an attempt to persuade its Government to clamp down on factories exporting growing quantities of counterfeit and in some cases dangerous, motor parts and accessories.

The poor quality parts, 95 per cent of them made in Taiwan, are being passed off as the products of reputable British and Continental makers. They may now be costing British manufacturers as much as £90-100m in lost sales world-wide, according to industry estimates.

Britain's growing concern at the problem was underlined last night in a speech by Mr. Alan Deakin, president of the Garage Equipment Association, in Birmingham.

He said that in addition to posing an increasing threat to vehicle safety, the counterfeited parts were undermining UK makers' reputations and profitability. In the longer term, jobs were at stake.

Counterfeiting has existed on a small scale for many years. In the past, the fake products have been fairly easy to spot, with mis-spelt trade names on

the packaging and obvious inferior quality. Many have been made in small workshops on the Indian sub-continent, Hong Kong and Malaysia, and have not made much impact on the UK makers' sales in the Third World markets in which most fakes have been sold.

But those now originating from Taiwan are in a different category: they are expertly packaged, including fake stock coding and other small print. They are indistinguishable from the genuine proprietary parts—until actual testing shows up such lethal shortcomings as steering ball joints made from cast iron instead of steel and brake linings which work at best inadequately, at worst disintegrate, under test.

The fact that they are now turning up in increasing quantities in some unfranchised UK retail outlets has deepened concern and was responsible for Mr. Deakin's warning last night. In the meantime, the Society of Motor Manufacturers and Traders has warned its members that the sale of such items is likely to run them foul of the Trade Description and Road Traffic Acts.

British wool cloth exports begin to decline

BY RHYD DAVID

EXPORTS by Britain's wool textile industry are showing signs of slowing down appreciably after a relatively buoyant performance in the first half of 1980.

In August, exports were down 14 per cent on the same month last year at £27.7m. Total overseas sales for the first eight months of 1980, at £279.4m, are less than 1 per cent ahead of the same period last year—in effect a substantial reduction when inflation is taken into account.

The figures, from the Wool Industry Bureau of Statistics,

suggest that the impact of higher sterling exchange rates is making itself strongly felt after some delay, though sales to the EEC are still holding up.

Total exports to Britain's EEC partners, at £83m, were up 15 per cent on 1979 while sales to the rest of the world, at £119m, were down 6 per cent.

Britain's biggest single market for cotton is now West Germany which bought 4.3m sq metres of woollen and worsted fabric in the eight months to August. Sales to Japan, the top customer last

year, were down by a third, and there was a small drop too in sales to the U.S., the second highest customer last year. All Britain's EEC partners have increased their purchases with the exception of France where total cloth sales are down so far this year from 2.4m sq metres to 1.97m.

Elsewhere, European linen producers are appealing for linen goods to be included in the next round of the GATT multi-fibre arrangement due to be negotiated next year. The producers claim that low-cost

imports of linen from Eastern Europe—where much of the world's far is grown—account for 20 per cent of the market in Western Europe.

Meanwhile, the possible impact of new micro-electronic technology on the clothing and footwear industries will be featured at an international conference due to be held in Britain next month.

The conference, which is being organised in Harrogate by the Clothing and Footwear Institute, the professional body for the two industries, will

consist of four separate, overlapping events spread over a week—a clothing conference, an exhibition of machinery for the apparel industries, an engineering seminar and a footwear conference.

The organisers are expecting 500 delegates from around the world for the clothing conference and a further 5,000 are expected to attend the machinery exhibition, which is being organised jointly with the British Association of Clothing Machinery Manufacturers.

The Visa name is on these travellers cheques because thousands of millions in banking assets stand behind them.



The financial system behind the Visa card is the largest in the world with over 12,000 members in 110 countries. Now, Visa Travellers Cheques are being issued by financial institutions worldwide. These include Barclays Bank International, Standard Chartered Bank, Chase Manhattan Bank, First Chicago Cheque Corporation, Banco Atlantico, The Sumitomo Bank, Ltd., and many others.

The combined financial strength of these issuers far surpasses that of any individual financial institution in the world—or any single travellers cheque issuer in the world—and this financial strength stands behind every Visa Travellers Cheque sold.

Thousands of other financial institutions are operating as sales locations and, as with the Visa card, a participating institution's name may be printed across the top of the cheque.

Visa Travellers Cheques are presently being sold in four major currencies: the U.S. Dollar, the Pound Sterling, the Japanese Yen, and the Spanish Peseta. Cheques in additional currencies are being developed to facilitate the travel needs of people throughout the world.

For years, banks and merchants have relied on the strength and integrity of the Visa name for proven worldwide financial services.

Visa Travellers Cheques

For travel and shopping, Visa is the most widely recognised name in the world.

For descriptive literature about Visa Travellers Cheques, contact Visa International, 99 Bishopsgate, London EC2M 3XD, England.

Mitsubishi has N. Sea ambitions

TOKYO Mitsubishi Oil of Japan and Getty Oil of the U.S. have jointly ordered two gas-chemical refrigerant vessels from a Norwegian State-run shipyard.

The agreement, signed with the Nord offshore yard in Norway, was described by Mitsubishi as Japan's first step to access to North Sea oil resources.

It called for the Norwegian shipyard to construct two 1,500-ton carriers between July 1982 and June 1983 at a cost of Yen 8bn (£15.5m), Mitsubishi said.

The shipbuilding pact came as the Oslo Government said it is prepared to grant foreign companies and private companies offshore oil exploration rights in the North Sea, in return for economic co-operation, a company official said.

The order should be welcomed by Norway's Government as a means of creating jobs in that country's lagging shipbuilding industry.

Mitsubishi and the Los Angeles-based oil company hope they will be granted drilling concessions in the next year.

Norway produces 600,000 barrels of offshore crude oil a day, of which 400,000 barrels are exported. By the end of the decade, it plans to boost output capacity to 1.5m barrels day.—AP-DJ.

Sugar talks end

TOKYO—Talks between Japan and Australia on the renewal of a long-term sugar supply contract ended yesterday with no agreement after only two days of discussions.

Negotiators said the talks were still at an explanatory stage with further discussions expected later this year. Renter

Japan motor output rises 41%

TOKYO—Japanese vehicle production, a cause of anxiety among West European and U.S. competitors, rose 41.2 per cent in September, largely because of increased exports, the Japan Automobile Manufacturers' Association said yesterday.

September production of 1,008,800 was the highest ever in the month and near the record 1.03m vehicles produced in July.

The association said September exports, to be officially announced later this month, were expected to have risen by about 30 per cent over September 1979.

Eugen Loderer, a West German union chief who has suggested import controls on Japanese car exports, will pay a five-day visit here starting on November 13 to discuss ways of avoiding a trade conflict, a spokesman for the Confederation of Japanese automobile workers' union said today.

Japanese car exports to West Germany rose 45.3 per cent to 154,000 in the first eight months of this year.

In New York Nissan Motor said it will announce the location for a \$300m small lorry factory in the south-eastern U.S. on October 30. Nissan plans to build about 10,000 small trucks a month in the U.S. by 1983.

Japanese machine tool manufacturers are concerned that trade conflicts between Japan and Western Europe over cars and colour televisions will spread to the machine tool industry following the sharp rise in Japanese exports, industry officials said.

Machine tool exports to Western Europe in the first eight months of this year rose 130.8 per cent to ¥42.08bn (£82.8m) from the same period last year while total exports rose 33.7 per cent to ¥170.25bn.

Agencies

Netherlands to consider export clearing agency

BY CHARLES BATCHELOR IN AMSTERDAM

THE Dutch Government is considering setting up a clearing house to improve contacts between exporting companies and government departments providing help with exports.

This would answer criticism that the number of official bodies involved confuse the potential exporter, said Mr. Gijb van Aardenne, the Economics Minister, in a note to Parliament.

The Netherlands' flagging export performance and the importance of foreign trade have prompted a thorough review of export promotion measures.

Mr. van Aardenne said he preferred the creation of a central "export window" to channel queries rather than a reorganisation of the departments involved. It would provide general information to

exporters or refer them to one of the departments already dealing with export promotion. It would also monitor the progress of an inquiry.

The new export window would form part of the Department for Economic Information and Export Promotion which already co-ordinates much of the export promotion activity.

The minister's assessment coincides with the views of the Central Organ for Economic Relations, which represents industry. This organisation also called for a co-ordination effort to be set up rather than for an amalgamation of the departments involved.

The seriousness of the Netherlands' economic position calls for a continued effort to remove constraints on exporters, it said.

Canberra satellite plan

BY PATRICIA NEWBY IN CANBERRA

AUSTRALIA is to proceed with the purchase of a domestic communications satellite system to take radio, television and telephone to remote areas of the country.

Tenders for the supply of three satellites, associated earth control and earth communications stations were called yesterday in Australia and abroad.

British Aerospace was one of the companies which showed interest in the A\$300m

(£145m) project when it was mooted earlier this year.

The announcement that the project would go ahead was made on Tuesday by Mr. Wal Fife, the acting Minister for Post and Telecommunications. Mr. Tony Staley, the former Minister, resigned from Parliament before last Saturday's Federal election.

His permanent replacement is expected to be announced by Mr. Malcolm Fraser, the Prime Minister, later this week.

Only TWA can make transatlantic business as smooth as this.



TWA flies to over 50 US Cities

Albany	New York
Albuquerque	Oklahoma City
Amarillo	Omaha
Baltimore	Ontario
Boston	Orlando
Chicago	Palm Springs
Cincinnati	Philadelphia
Cleveland	Pittsburgh
Colorado Springs	Phoenix
Columbus	Providence
Dayton	Reno
Denver	Rockford
Detroit	San Diego
Fort Lauderdale	San Francisco
Fort Myers	San Jose
Harrisburg	Salt Lake City
Hartford	Seattle/Tacoma
Houston	St Louis
Indianapolis	Syracuse
Kansas City	Tampa
Las Vegas	Tucson
Los Angeles	Tulsa
Louisville	Washington
Miami	West Palm Beach
Nashville	Wichita
Newark	

From London you fly direct to TWA's exclusive terminal at JFK with flights to many major US cities from the same terminal. Also direct to Boston, Chicago, Los Angeles and Philadelphia. These connect you to the TWA network of over 50 US cities, and with TWA's America Pass you can visit any number of these for only \$299. Nearly 200 TWA offices across America to help you throughout your stay.

TWA's Airport Express gives you all boarding cards before you go.

If you're doing business in the US, the way to do it more smoothly and efficiently is with TWA.

No other airline offers all that TWA does to help you.

Only with TWA can you get Airport Express, which gives you boarding cards before you leave, at your Travel Agent. All your boarding cards—to the US, all TWA flights in the US and your return flight home. You select your seats too, so you go out checked-in for your whole trip.

You'll fly by widebody 747 or TriStar—they're the only widebodies TWA fly because they're the ones travellers like.

Travel by Economy Class, Ambassador Class or First Class—you get superb service in each.



Ambassador Class with more comfort for the business traveller.

In Ambassador Class you have a special section of the plane, free drinks and headsets, choice of meals with first class service, and unoccupied adjacent seats where possible.

In First Class you can travel in comfortable reclining Sleeper-Seats on all 747s. You can relax beautifully, sleep peacefully if you want to, all the way.

For the transatlantic business traveller there is only one airline that offers all this.



Sleeper-Seats in First Class on all 747s.

We've developed all this to save you time, make flying easier and make your business more efficient. Because we know what business is all about.

Ask your Travel Agent or TWA for more details.

You're going to like us

TWA

UK NEWS

'Needless' roads spending attacked

BY LYNTON McLAIN, TRANSPORT CORRESPONDENT

THE GOVERNMENT'S £3.5bn roads programme was criticised yesterday by union leaders and a public transport pressure group in evidence to a committee of MPs. It "failed to cater for the real needs of the community," they said.

The programme in the Government's Policy for Roads White Paper in June called for £391m to be spent on new roads and maintenance in this financial year.

The money would be spent on roads which "aid economic recovery and development," bring "environmental benefits" and "preserve the environment."

However, the Transport and General Workers Union in a paper by Mr. Moss Evans, its general secretary, to the House of Commons select committee on transport inquiring into the roads programme urged the Government to reconsider its proposals.

Mr. Evans said it appeared that the Government had first decided how much money was to be spent overall on roads. "Then this was justified by stating a priority list for road schemes tailored for this expenditure."

Transport 2000, the public transport group sponsored

largely by British Rail, the rail unions and amenity groups, told the committee in evidence that "the need for a proposed road was never debated."

Mr. Nick Lester, its director and company secretary, said there was "no mechanism at central level" to enable people to make a choice between the wide range of options open to Government.

With the proposed extension of the M40 motorway from Oxford to Warwick, options which may have been cheaper and less environmentally damaging included a "series of by-passes" or greater use of rail.

Matters had been made worse by a House of Lords ruling earlier this year, Mr. Lester told the committee.

The Lords had ruled that local inquiries into plans for roads had to be confined to considering the route and the "local" need for a new road.

The overall need for a road, and the policy for roads as a whole, "now goes largely by default."

Mr. Jack Ashwell, the national secretary for road transport in the TGWU's commercial group, called on the Government to build more trunk "A" roads rather than motorways.

Planned car tax changes 'burden to motor trade'

By John Griffiths

GOVERNMENT plans to change the vehicle excise licence system could cost a typical Motor Agents Association member more than £10,000 a year to tax sales stock.

Moves to change the system from a tax on use to a tax on possession represented unnecessary and substantial burdens on the motor trade, the association has told Mr. Norman Fowler, Transport Minister.

The association, which represents much of the motor industry's retail sector, says motor traders are being squeezed by interest rates of about 20 per cent to finance stock.

Their margins have also been hit by fierce price-cutting campaigns to maintain cash flow.

The association, in a letter this week to Sir Geoffrey Howe, the Chancellor, warned that unless interest rates are eased many of its members could be forced out of business.

Mr. Fowler has told the association he will do everything he can to meet its case. "It is no way part of the Government's intention to place new obligations on the motor trade."

He is to meet Mr. Alan Dix, association director-general, to discuss the subject next week.

Nott move 'could hit cheap fares take-off'

Independent airlines see a reversal in aviation policy. Michael Donne reports

THE REJECTION this week by Mr. John Nott, Trade Secretary, of the bids by two independent airlines for new cheap fare routes to the Continent, on the grounds that foreign government hostility prevents such routes from being won, is being widely interpreted by the independents as a reversal of civil aviation policy.

They are arguing, in effect, that the Minister has made it difficult, if not impossible, for any independent airline to apply in future for a new, cheap-fare route to the Continent, simply because the Government feels it is too difficult to win the necessary foreign Government approvals for such routes.

At the same time, the independent airlines are arguing that Mr. Nott's decision cuts the ground from underneath his own feet—that he can now hardly go to the European governments and ask for new routes, because he has already failed to uphold existing bids from his own airlines.

The airlines believe that if he had approved the recent appeals, his officials would have had a strong case for claiming that new routes at cheaper fares was official UK Government policy.

Now, the officials have vir-

tually no basis at all on which to build their case overseas.

Foreign airlines can argue that if the UK Government is not prepared to support its own airlines, then it cannot really be serious in its battle for greater liberalisation of the European civil aviation regulatory structure.

Some time ago both British Caledonian and Laker Airways asked the Civil Aviation Authority for extensive new route networks.

British Caledonian asked for 22 routes from Gatwick to the Continent at low fares.

The airline was given rights to Helsinki, Cologne-Bonn, Stuttgart, Hamburg and Hanover and Vienna. The Authority rejected 12 routes, to Geneva, Frankfurt, Düsseldorf, Milan, Turin, Lisbon, Rome, Zurich, Barcelona, Marseilles, Madrid and Athens.

Mr. Nott vetoed routes to Stockholm, Gothenburg, Copenhagen and Oslo.

But British Caledonian has reapplied for many of these routes. The airline also appealed to the Minister on five routes—

Geneva, Lisbon, Rome, Milan and Turin. It is this appeal which has just been rejected.

British Caledonian has outstanding six routes on which it has rights from the UK Government but which it cannot operate because of Continental objections; another 11 routes on which its renewed applications are outstanding; and five on which the appeals have now been rejected.

To cap it all, the airline has three routes that it currently flies, but on which it cannot apply cheap fares—Paris, Amsterdam and Brussels—again because of foreign hostility.

Laker Airways' case was rather different. It applied for rights from Gatwick to 36 separate cities on the Continent, including some in the British Caledonian list, but also involving Malaga, Palma, Las Palmas, Ibiza, Tenerife, Corfu, Rhodes, Heraklion, Dublin, Paris, Nice, Brussels, Amsterdam, Stockholm, Naples, Munich and Berlin.

It also applied for rights "among and between" the over-

seas destinations, which effectively would have resulted in Laker getting a massive network of routes on the Continent itself.

The chances of Laker getting that kind of approval were always regarded as minimal. The UK Government does not have the legal power to grant rights between foreign cities. Those rights are solely the prerogative of the Governments concerned.

But Laker did expect to be given at least some of the 36 direct routes it sought from Gatwick to the Continent. In the event, it has got nothing.

The shock to the independent airlines stems from the fact that in recent months they have been led by Ministerial statements, especially by Mr. Nott, to believe that a new climate of vigorous free enterprise was being encouraged by the Government, in which the efforts by the independents to fight for new cheap-fare air services overseas would be strongly supported.

In the event, this hope has been turned to ash and they are now left wondering what

the Government wants them to do.

For Mr. Nott, it has to be admitted that he is in a difficult situation. He wants to ensure new cheap fare services to the Continent, but he cannot fight against the intransigence of European Governments and airlines.

He says, rightly, that the UK cannot act unilaterally, and that unless the UK can persuade the Continental governments to introduce cheaper fares, and new routes, there is no way of forcing them to do so. British Airways has made substantial progress in this direction, but it has been slow and painful progress, involving many months of tedious negotiation.

The big question facing the independents is what happens next. British Caledonian feels that Mr. Nott "should go into Europe and fight" for foreign government approvals not only on those routes on which it already has licenses, but also on the other routes it has re-sought. It will continue to press for this, but it does not hold out much hope of success.

Laker's action is likely to be much tougher. Sir Freddie Laker has said he will take the matter to the European Court.

GLC committee approves bridge plan

BY JAMES McDONALD

A £3m plan to build a road bridge across the Paddington-to-Reading railway line in West London has been approved by the Greater London Council's north area planning committee.

A start on construction will depend on availability of finance, says the GLC.

The bridge, and its associated new road connections,

will cross the line slightly west of the existing Brompton Bridge in Hayes. It will link with Westlands roundabout in the south and an improved Dawley Road-Blyth Road junction in the north.

Brompton Bridge, which carries the A247—a main access road for the industrial areas of Hayes and also a feeder road for the M4

motorway—is more than 100 years old.

The GLC committee regards it as a major bottleneck and potential safety hazard because of its narrow width, the poor alignment of its approach roads and restricted sight lines for drivers.

Brompton Bridge will not be demolished.

Britannia presses ahead with cheap flight plans

BY OUR AEROSPACE CORRESPONDENT

BRITANNIA AIRWAYS, whose own bid for cheap scheduled tickets on charter flights to the Continent was rejected by the UK Civil Aviation Authority earlier this year, remains confident that cheap fares plans will eventually be accepted by European Governments.

Mr. Brian Christian, commercial director of Britannia, said yesterday that the European Civil Aviation Conference was considering plans for more cheap scheduled seats.

Britannia has proposed a

flexible low-fare structure, offering one-way and return seats on its charter flights from airports throughout the UK to European holiday destinations.

The plan is for "seat-only" travel, with no advance booking, a choice of single or return journey, no limits on length of stay, and the right to fly to one airport and return from another.

Proposed fares include: £55 return, Gatwick to Palma; £57 return, Manchester to Venice; and £83 return, Glasgow to Lisbon.



Sir Freddie Laker inspects a Skytrain flight deck.

Glyn Gwin

BA domestic prices frozen

BY OUR AEROSPACE CORRESPONDENT

BRITISH AIRWAYS is freezing all its domestic air fares until at least March 31.

Up to 4.5m passengers fly each year on the airline's internal routes. Of these, at least 2m use the Shuttle flights between Heathrow and Northern Ireland and Scottish destinations.

The freeze is partly at the expense of cuts in passenger amenities. The airline says the £750,000 annual subsidy on catering, involving free tea and coffee in Shuttle lounges at Heathrow, Glasgow, Edinburgh

and Belfast is to end.

Mr. Jim Harris, the airline's UK and Ireland controller, says BA paid its catering contractors up to 40p for tea, coffee, and biscuits for every passenger.

"Experience has shown that only 50 per cent of our Shuttle passengers actually used this service. We would prefer to spread the benefit equally across all our customers."

"Removing this subsidy has helped us shave plans for the normal winter fares increase. Nevertheless, we have asked the caterers to remain in the

Shuttle lounges and provide refreshments at prices similar to those charged elsewhere on the airports," he said.

British Airways is to introduce a lottery on its Shuttle flights, aimed at stimulating business.

Every passenger in either direction on the Shuttles to Scotland and Northern Ireland will receive a card. By scratching off a special coating to reveal the winning words, a ticket holder can win prizes ranging from a pen to a Metro.

Police powers proposal 'misleading'

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

A GOVERNMENT Green Paper on public order has been criticised by a group of lawyers as "tawdry and misleading."

The Haldane Society of Socialist Lawyers says the Green Paper—which suggests that the law needs amending to give the police greater power to interfere with

marches and public meetings—"argues from false premises using highly selective data."

"The right to demonstrate is an essential part of the public interest in a democracy," the society says. "The present test of 'serious public disorder' gives the police too much discretion to

ban marches, it warns.

As the only major public order problems from demonstrations come from racist organisations like the National Front, the correct test of whether a ban should be imposed is whether a march is likely to stir up racial hatred, say the Haldane lawyers.

Tooling Investments output to rise

BY HAZEL DUFFY, INDUSTRIAL CORRESPONDENT

TOOLING Investments plans a 25 per cent increase in output at the Edgwick plant it recently bought from Alfred Herbert.

The company, which will trade under the Alfred Herbert name for the businesses it took over from the machine tools group, forecasts a £24m turnover next year on its combined operations.

Outlining his plans for the company yesterday, Mr. Ron Lynch, chairman, said it would sell the rebuilding and spares facility at the plant in Red Lane, Coventry, and transfer the business to Edgwick. The sale is expected to raise £15m. It will also sell 350,000 sq ft at Edgwick which will not be needed.

Tooling Investments, a private company, has concentrated on rebuilding machine tools since its formation in 1974. It has

bought up factory space and equipment in several deals, the largest being the Red Lane acquisition this year. This will increase the company's turnover from about £4m to £5m.

Sales of £15m are predicted for the Edgwick venture next year. The company's entry into the manufacture of machine tools will concentrate on the Alfred Herbert range of advanced technology machines and specialist lathes for the oil industry.

It expects to spend £1m annually over the next three years on development work, and will launch its first new product next spring.

Tooling Investments will have the benefit of substantial tax losses on past trading at Alfred

Herbert, which means if the operation is profitable it will not have to pay tax for many years.

In addition to manufacturing, it will retain the factoring side of Alfred Herbert's business, and is considering buying four of AH's overseas sales companies.

Tooling Investments employs 520 at Edgwick and expects the workforce to grow in the next 18-24 months. It has not revealed the price paid to the Alfred Herbert group, which was formally put into liquidation last week at a meeting of shareholders.

The loss to the State in the five years when Alfred Herbert was in public ownership was put last week at £56m.

Heath defends British EEC role

BY RICHARD EVANS, LOBBY EDITOR

THE UK's role in the European Community was strongly defended by Mr. Edward Heath last night against attempts by the Labour Party and some Labour leaders to seek withdrawal.

The former Prime Minister told East Lancashire industrialists that the opponents of membership had tried to deceive the British people, but withdrawal would in reality mean economic disaster.

He called on the Conservative Party to work harder than ever for a strong British role in Europe. "Never before has membership of the Community been so vital."

Yet at the very moment when the need for European unity

was greater than ever, the Labour Party had voted to leave the Community, he said. Two candidates for the Labour leadership were committed to withdrawal at the first opportunity and the other two were at best half-hearted in their attitude to the Community.

Mr. Heath claimed Labour's arguments against the Community were "a cynical perversion of the truth." They blamed Europe for Britain's poor export performance and for the huge rise in unemployment over which Labour Ministers presided.

But the facts showed the EEC could not be the cause of Britain's economic malaise.

"The facts demolish the anti-EEC arguments which Mr. Peter Shore and Mr. John Siskin are using in their bid for the leadership of the Labour Party. Do they, and the majority of the Labour Party which voted to leave the EEC, realise what disaster withdrawal would bring to the jobs and livelihoods of ordinary working men?" he asked.

"They wanted withdrawal, he said, because they knew how difficult it would be to foster their brand of Left-wing socialism on Britain if it remained part of a Community based on the principles of free enterprise and the market economy."

How to feel more relaxed about your business in the USA.



Transatlantic business trips are often pretty high-pressure events. That's why we believe that, when it comes to making sure you're relaxed and at your ease during your journey there, you need the best airline service you can get. So we fly you to the USA in the comfort of our all wide-bodied fleet.

With a First Class that's a lot more first class than most, thanks to our incredible Sleeperette® service, with the seat that stretches out the length of four and a half windows, to give you more room than ever before. And, of course, there's our superb international cuisine. From the priority check-in when you leave the UK, to baggage priority when you reach the USA, you'll find Pan Am's First Class a whole new world.

Then there's Clipper® Class, our special business section. Where you get special attention and extras like complimentary drinks and headsets and free slipper socks, plus an empty seat next to you whenever possible.

Whichever class you choose you'll find our schedules pretty soothing, too. Because now Pan Am offer you one-airline service to more US business destinations than ever before—flights to 25 US cities with easy connections to the rest of the USA and the rest of the world.

Talk to your Travel Agent soon. Then say hello to Pan Am, and feel more relaxed about your business in the USA.

Say hello to Pan Am.

*Available on all 747 flights

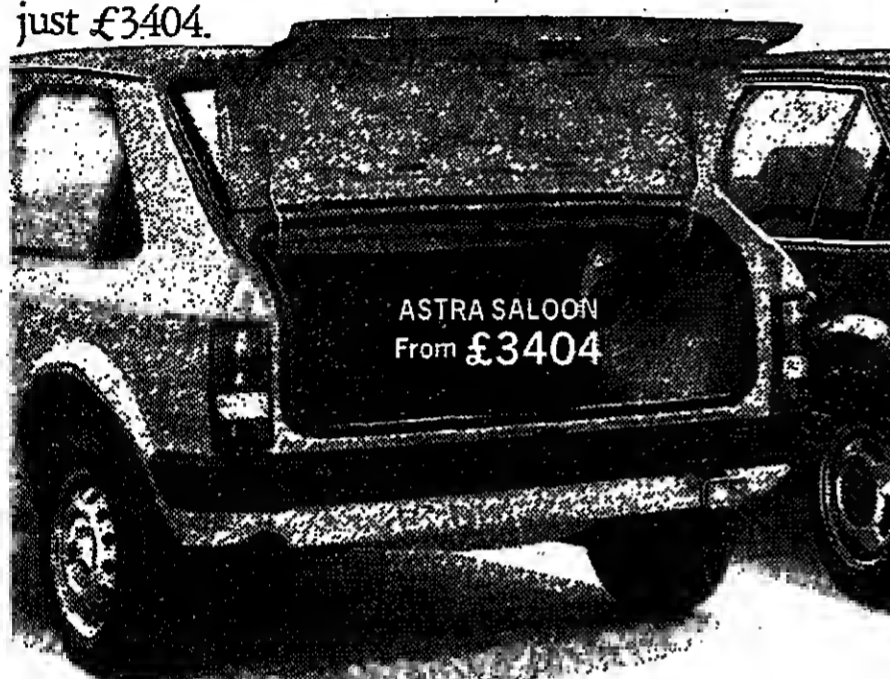
If it's your job to know about cars, do you know that there are now 10 different Vauxhall Astras?

Do you know that Vauxhall Astras now start at £3404?

Ladies and gentlemen, we are pleased to announce the arrival of a new Vauxhall, the Astra Saloon. It's for those of you who prefer a conventional boot to a hatchback or estate.

The Astra Saloon incorporates the high technology of all the Astras, and comes in 2 or 4 door versions with a choice of trim.

What is particularly remarkable is that the 2 door, 1200S Astra Saloon enters the field at just £3404.



Do you know the full range of Astras?

With the introduction of the new 2 door and 4 door saloons, two new 3 door hatchbacks and the 3 door estate, the Astra range now consists of 10 different cars, making it one of the most comprehensive in its class.

MODEL	BODY STYLE	DOORS	ENGINE
ASTRA E	SALOON	2	1200 S
ASTRA E	SALOON	4	1200 S
ASTRA L	SALOON	2	1200 S
ASTRA L	SALOON	4	1200 S
ASTRA L	HATCH	3	1300 S
ASTRA L	HATCH	5	1300 S
ASTRA GL	HATCH	3	1300 S
ASTRA GL	HATCH	5	1300 S
ASTRA L	ESTATE	3	1300 S
ASTRA L	ESTATE	5	1300 S

Do you know how enjoyable the Astra is to drive?

Astra has MacPherson strut front suspension and trailing arm links with Mini-block springs at the rear to give a smooth ride with surefooted and enjoyable handling. Experience the sheer pleasure of Astra driving for yourself.

Do you know how easy it is to look after Astra?

Every feature of Astra has been designed for serviceability and long life. A few examples:- All front suspension units and all brake linings can be serviced without disturbing the hydraulic system. No adjustment is needed on front wheel bearings. The drive shafts are lifetime lubricated.

All electrics and lights are easy to replace. New design fuses give better connections. Bolt-on front wings make for easy repair.

And Astra's entire bodyshell was computer designed to eliminate rust traps, is phosphated, primed with several coats and the lower half dip coated in epoxy resin enamel.

Do you know that the Astra's clutch or gearbox can be changed without removing the engine?

This factor means that Astra has eliminated a big worry that many fleet operators had about front wheel drive cars. Namely, that service costs would be high. But in fact, Astra can be cheaper to run and maintain than many rear wheel drive cars.



Do you know how easy the Astra 1300S Hatchback is on fuel?

Astra has outstanding fuel economy. It's all thanks to its efficient body and its highly advanced engine, of which more in a moment.

The 1300S Hatchback Astra's fuel figures read like this. On the urban cycle: 28.8 mpg, at 56 mph: 47.1 mpg and at 75 mph: 34.0 mpg.



Do you know about the efficiency of Astra's body shape?

As everybody's now realised, a car's shape can have a profound effect on its performance and economy. Astra has been developed to have one of the most aerodynamically efficient shapes in its class. Computer design and wind-tunnel testing have resulted in a body with very low drag, yet that still easily seats five adults, and takes a surprisingly large amount of luggage.

And all that interior space has allowed us to ensure that Astra is well equipped and very comfortable.

Do you know Astra's engine is one of the most advanced in the world?

Astra's 1300S engine produces 75 bhp, 0-60 mph in just 12.6 secs, and a top speed of 98 mph. Some really advanced thinking has gone in to making the engine a great performer, and a very simple one to run. For instance it has hydraulic tappets, which eliminate the need for clearance adjustment and help the engine stay in perfect tune.

Less service time and they help your company cars keep excellent fuel economy. And the engine is proven. There are already well over a quarter of a million of them around today.

Do you know that 'What Car?' magazine voted the Astra 'Car of the Year'?

If you've stayed with us so far, you can see why.

Do you know the value of Vauxhall's Master Hire Leasing system?

Many fleet operators have found that the Vauxhall Master Hire Leasing system can be a highly effective method of controlling costs as well as improving cash flow. Ring (0582) 21122 Ext. 8332.

Do you know about the deals you can make with your Vauxhall dealer?

Short-term price cutting is one way of selling cars, but we know that people who buy company cars have longer-term concerns. Let us talk to you about the kind of sensible, realistic package we can put together for you. It might be special interest rates, guaranteed buy-back prices, service deals or whatever we can tailor to your needs.

Do you know the number to ring for more information?

VAUXHALL H.Q. FLEET REGIONAL INFORMATION CENTRES	LUTON SHEFFIELD EDINBURGH BRISTOL ANTRIM	(0582) 426295 (0742) 28786 (031) 3373261 (0272) 299835 (023841) 2291
---	--	--

YOU COULD ALSO RING YOUR LOCAL VAUXHALL DEALER'S 'FLEET LINE', OR WRITE TO:
VAUXHALL MOTORS LTD., ROUTE 7586, PO BOX 3, KIMPTON ROAD, LUTON, BEDS.

ALL PRICES, CORRECT AT TIME OF GOING TO PRESS, INCLUDE CAR TAX AND VAT BUT NOT DELIVERY AND NUMBER PLATES, AND ARE BASED ON MANUFACTURER'S RECOMMENDED RETAIL PRICES. DRAG AND POWER FIGURES ARE MANUFACTURER'S PERFORMANCE FIGURES FROM MOTOR MAGAZINE. FUEL CONSUMPTION FIGURES FROM O.E. METRIC EQUIVALENTS. URBAN CYCLE: 9.8L/100 KM. CONSTANT 56 MPH: 6.0L/100 KM. CONSTANT 75 MPH: 5.3L/100 KM. FOR VAUXHALL RENTAL RING (0582) 21122 EXT. 8721. PERSONAL EXPORT (0582) 426197.

VAUXHALL

Financial Times writers on questions raised by the impending sale or closure of Times Newspapers

Maxwell emerges as early bidder for Times papers

BY JOHN MOORE

ONLY ONE possible buyer for The Times, The Sunday Times and other publications declared his interest yesterday — the publisher Mr. Robert Maxwell, who heads the privately-owned Pergamon Press Group.

Mr. Maxwell will be bidding for either The Times or The Sunday Times or both. If the takeover goes ahead the newspapers will be run either as commercial enterprises or as a combination of a workers' co-operative and private enterprise.

Mr. Maxwell was once the former chief executive and financial backer of the ill-fated Scottish Daily News workers' co-operative which collapsed in November 1976.

He also expressed interest in bidding to save the London Evening Standard when it was passing through its financial crisis more than three years ago.

Other likely buyers were "not interested," Lomro, the international trading conglomerate whose chief executive is Mr. Tiny Rowland, said. "No interest will be expressed and that should not be surprising. They are loss-makers," Lomro said. It was not considering taking over part of Times Newspapers, such as the supplements.

Lomro is still considering whether to start a new London evening paper following the announced closure of the London Evening News. Lomro, and the Board of George Out-



The Times newspaper, showing the masthead and various headlines.



The Observer newspaper, showing the masthead and various headlines.

ram, a Lomro subsidiary, are still considering the matter. George Outram publishes the Glasgow Herald and Glasgow's Evening Times. If Lomro were

to go ahead with its plans for a new evening paper it would be aimed at an inner-London readership.

Mr. Michael Hare, chairman of Pearson Longman, which publishes the Financial Times, said yesterday: "It is unlikely that we will be expressing any interest. But it would be a great

loss." The group would not be making an approach because of "financial considerations."

Mr. Rupert Murdoch, chairman of News International

which publishes the Sun and the News of the World, said it was "not likely" that his group would be showing an interest. "We've got our hands pretty full. I doubt whether there will be any buyers." From the industrial point of view Times Newspapers was "a snake pit."

Mr. Brian Nicholson, joint managing director of The Observer, said yesterday: "We have seen the announcement and we are astonished. I don't think we can make an offer if Times Newspapers is making £15m of losses. We are not exactly making a mint of money ourselves."

The Observer's parent company is Atlantic Richfield (ARCO), the U.S. oil and minerals group. Asked whether there was any possibility that the group might take the same course of action as the Thomson group Mr. Nicholson said: "ARCO and ourselves are closely in bed together. We are interested in what is going on at The Times but we are not on the acquisition trail."

Sir James Goldsmith, whose company Cavenham Communications publishes News magazine, was understood to be in Paris yesterday and was not available for comment.

Last night Lord Matthews, publisher of the Daily Star, Daily Express, and the Sunday Express, had yet to declare his group's intentions.

Thomson Gap predicted in media market

BY MICHAEL THOMPSON-NOEL

THE ADVERTISING industry believes that the combined loss of the Times Newspapers titles would punch a sizeable hole in the UK media market, but that buyers will emerge. It is also felt that if the print unions could be persuaded to bury the hatchet, Times Newspapers would enjoy not so much a renaissance as a rebirth.

But media specialists draw a sharp distinction between the potential and viability of The Times, which some say is barely treading water, and the Sunday Times and its lucrative colour magazine, which they describe as potentially the two strongest print titles in Britain.

Since their return to publication last December, the fortunes of The Times and its sister publication have

diverged sharply. Current circulation of The Times is approximately 280,000, and apparently falling. In the six-month period before it ceased publication in November, 1978, it was 292,714.

In terms of quality daily circulations, The Times' market share this September was 12.1 per cent, against 6.1 per cent for the Daily Telegraph, 16.4 per cent for The Guardian, and 8.4 per cent for the Financial Times.

The Sunday Times is in far more robust condition. Its current circulation is 1.42m, virtually the same as before its 11-month absence. Its market share of circulation of quality Sundays this September was 42.4 per cent, against 30.1 per cent for the Sunday Telegraph and 27.5 per cent for The Observer.

In terms of advertising revenue, and in contrast to The Times, the Sunday Times is prospering. Despite the recession, its columns are laden, so that over the first seven months of 1980, the Sunday Times paid more than £1.5m for advertising space, the highest advertising vehicle among the quality Press.

According to figures from Media Expenditure Analysis, which monitors only gross display revenue and does not allow for discounts, advertising expenditure in the Sunday Times paid magazine during the period January to July, 1980, totalled £21.6m—£13.2m in the magazine alone.

The Times, on the other hand, attracted only £7.3m in gross display revenue (January to July)—and that at the official rate of £1.5m per column inch.

Mr. Roy Langridge, media director at J. Walter Thomp-

son, Britain's biggest advertising agency, said: "The Times hold an emotional attraction for the reader, but not for advertisers."

It is useful for up-market colour products (cars, expensive drink and airlines) and chairman like it for its corporate weight, though during its 11-month absence they discovered better ways to spend their money.

"Replacement of the Sunday Times would be infinitely more difficult. It plays a significant role in all the obvious categories but is also crucial for direct response."

According to calculations by Mr. Michael Townsin, media director at Young & Rubicam, estimated cover price income for The Times and Sunday Times is currently £25m. To that he adds £55m for gross projected advertising income.

When, after 189 years publishing on the same site, The Times left its Blackfriars home in 1974 for new premises alongside The Sunday Times in Gray's Inn Road, the move was heralded as a milestone in the newspaper's history. In retrospect, the management may prefer to regard it as a milestone.

After the recent journalistic strike Mr. William Rees-Mogg, editor of The Times, catalogued the newspaper's failures in a controversial leading article which left no doubt that the newspaper's property activities had fared no better than its publishing operations.

The move from Blackfriars had, he admitted, been a "painful" affair and "pretty certainly a commercial mistake as well." The new home meant that for the first time the whole of Times Newspapers was housed in one complex and The Times

found itself with modern production facilities which contrasted sharply with those it had left behind. But, in the words of Mr. Rees-Mogg, "it landed The Times with costs we cannot afford."

The previous headquarters of The Times in Old Printing House Square provided a little over 100,000 sq ft of net floor space and adjoined the offices of The Observer. When The Times decided to move to premises more suitable for a modern publishing house, The Observer took up an option to buy the property left behind.

It did this with the aid of a £5.25m mortgage from Lazard Brothers, the banking arm of S. Pearson and Son which held a one-fifth interest in a cost of £200,000 in the building's freehold.

Lazard's intended to move its own head office into The Times

building but, before the newspaper had left, the merchant bank instead took a lease in a new City development.

All efforts to let the building subsequently failed, until, in 1977, Lazard's found a buyer rather than a tenant. The bank bought out The Observer's interest in the property for a substantial sum, above the original mortgage figure and sold it for £7.25m to Continental Illinois National Bank and Trust of Chicago.

A major refurbishment programme was carried out and the capital value is now many times greater than the sum paid to The Times.

The Times is now in a building which it does not own but on which it has a long lease. But Times Newspapers owns the freehold of The Sunday Times building, which may have a market value in excess of £20m.

Co-operation

My father and I have repeatedly made it clear that our continued support for Times Newspapers was conditional on the overall co-operation of the newspapers' employees and I have sadly concluded that this co-operation will not be forthcoming under our ownership.

It grieves me greatly that in spite of the millions of pounds which have been provided to Times Newspapers over the years to enable these newspapers to survive and in spite of the efforts of many loyal employees who have built the papers to their present eminence and to whom I express my deep gratitude, we have been unable to secure the co-operation of important sections of the workforce on a reliable and consistent basis.

New relationship

I believe that a change of ownership could provide Times Newspapers with the opportunity to create a new and constructive relationship with its staff. With their co-operation and goodwill Times Newspapers with its superb titles could be a viable and profitable business with excellent prospects for the future.

Brunton blames troubled industrial history

MR. GORDON BRUNTON, managing director and chief executive of Thomson British Holdings Limited, made the following statement yesterday:

Thomson British Holdings Limited (TBH) announce today their intention of withdrawing from the publication of The Times, The Sunday Times and their associated publications. It is with the greatest reluctance that the Board has been forced to the conclusion that despite strenuous efforts of management at all levels and the expenditure of massive sums of money the existence and development of the titles will have the opportunity of a new secure future in other ownership. This decision has the endorsement of the Board of International Thomson Organisation Limited.

The major reason behind this decision is the continuing troubled history of industrial relations which goes back over many years. This includes the 11-month suspension of publication in 1978-79 in the attempt to introduce dispute procedures,

guarantees of continuous production, a new wage structure, more realistic manning levels and the introduction of new technology.

By November, 1979, sufficient progress in negotiation had been achieved to permit resumption of publication. Since resumption circulations have been sound and within the context of a general economic recession advertising has stood up well.

Regrettably, however, many of the agreements reached have not been implemented by some of the unions concerned: the newspapers have continued to be subjected to industrial disruption and various forms of non-co-operation from sections of the workforce and it has not been possible to operate the new technology even on the most limited basis.

This has occurred against the background of a very serious financial position which has been fully communicated to the employees at all levels in the company.

In the current year Times Newspapers Limited is expected

to incur a pre-tax loss of some £15m and to borrow from TBH £22m. Since the formation of Times Newspapers in 1967 more than £70m has been advanced from Thomson sources and used for investment, working capital and losses incurred. It is within this financial context and with the continuing disruption that the Board of TBH has concluded, in the interests not only of shareholders but also of the Group's employees, that if the present situation is allowed to continue it will threaten the development of the future security of the Organisation as a whole.

In evaluating any proposals for a change of ownership, the Board will ask the national directors of Times Newspapers Holdings Limited, the editor-in-chief and the editors of The Times and The Sunday Times to advise on a set of criteria against which they will be measured. These will include the interests of employees, readers and advertisers, the national interest as well as commercial and financial criteria.

The Board of Times Newspapers Holdings, including the national directors, the editor-in-chief and the two editors, will be directly involved in the assessment of any proposal made concerning the future of the titles as editorially independent newspapers of high quality.

If it is not possible to achieve continuation of any or all of the titles under new ownership by March 1981 the TBH Board has concluded that it can no longer justify sustaining the financial losses of the past years and publication will cease.

TBH will provide Times Newspapers with sufficient funds to sustain the current level of titles until such time as it is able to meet its obligations to suppliers and staff on an orderly transfer or closure of the businesses.

If it seems unlikely that a sale can be achieved by March 1981, it may be necessary to issue notices of dismissal to all employees of Times Newspapers in the near future, but the TBH Board has decided to fund the operations of the papers until next March unless disruption makes efficient and continuous

publication and distribution of the titles impossible.

The Departments of Trade and Employment have been informed of the decision and consultations with the staff and trade unions have begun.

Whilst it may be preferable for Times Newspapers to be kept together as an entity, it is possible that interest will be shown in individual titles or parts of the company. Any such proposals would be carefully examined. Whereas interest was shown in acquiring the company or its titles during the suspension last year, none of these approaches was pursued.

The reasons why TBH has publicly stated its intentions are the desirability of giving all parties full opportunity to express their views and to ensure that all those concerned with the future of the company and its titles are able to express their interest. We believe that it is very much in the public interest that matters affecting the future of great national newspapers should be conducted in an open and responsible way.

MR. GORDON BRUNTON: "If it is not possible to achieve continuation of any or all of the titles under new ownership by March 1981, the TBH Board has concluded that it can no longer justify sustaining the financial losses of the past years and publication will cease."



MR. GORDON BRUNTON: "If it is not possible to achieve continuation of any or all of the titles under new ownership by March 1981, the TBH Board has concluded that it can no longer justify sustaining the financial losses of the past years and publication will cease."

'EEC competitors pay less for fuel'

BY SUE CAMERON

EEC figures show British industry is paying at least £7 a tonne more for fuel oil than almost all its Continental competitors.

The figures are expected to be used as evidence by the Confederation of British Industry next month when it calls on the Government to change UK energy pricing.

The CBI may also argue that UK manufacturers will continue to pay more for gas than their Continental rivals—in spite of Holland's plans to increase its export gas prices by at least 12 per cent over the next 12 months.

Some UK energy experts believe the gap between British and Continental industrial gas prices is widening.

An EEC bulletin giving average fuel oil prices throughout the Common Market on October 13 this year shows UK companies are paying more than any of their competitors except those in Belgium and the Irish Republic.

The bulletin indicates that the average UK fuel oil price was £86 a tonne, excluding duty and taxes. In Italy it was £74 a tonne while the price in Denmark was £79, in West Germany £75, in France £78 and in the Netherlands £73. The Belgian price was £80 a tonne and the Irish price £89.

British industrial energy experts yesterday stressed that UK duty on fuel oil—which has to be added to the above figure—is among the highest in the world. Duty is £8 a tonne in Britain compared to £1.48 in Belgium, 5p in Italy and £3.27 in the Netherlands.

A representative of one energy-intensive sector of British industry last night said UK industrial oil consumers were "much more in the hands of the distributors" than their Continental competitors.

He added that fuel oil buyers

in Britain usually received a lower discount than those in other European countries. One possible reason was that such countries as Germany and the Netherlands were physically closer to the Rotterdam spot market than Britain.

He also said large industrial users of gas in Holland appeared to be paying about 18.5p a therm, including a distributors' margin of about 3p a therm. The 15 per cent price rise planned by the Dutch would raise this to about 24p a therm.

The Dutch industrial gas price could even approach 26p a therm if related oil prices increased further.

But he claimed there were now indications that British manufacturers were being asked to pay 26p a therm for their gas when they tried to renew their firm supply contracts. These contracts often included price rise clauses at three- or six-monthly intervals.

By the time the Dutch were paying 26p a therm for their industrial gas, many UK companies would therefore be paying 31p or 32p a therm.

Tour prizes in essay contest

BARCLAYS BANK will offer a two-week sightseeing tour of Europe to the winners of its 1981 European Tour Essay Competition, which is open to sixth form students taking "A" level or equivalent examinations.

£1 Awaydays

BRITISH RAIL's month of Awaydays for the 1.1m holders of senior citizen railcards starts on November 3. Cardholders can make as many Awayday trips as they wish after 9.30 am from Mondays to Thursday for a flat rate of £1.

ICI agrees to revise soda ash sales terms

By David Churchill, Consumer Affairs Correspondent

ICI HAS agreed to revise its terms of contract for soda ash sales as a result of pressure from the Office of Fair Trading.

ICI is the sole UK producer of soda ash which is used in the chemical, soap, detergent, and glass industries.

The Office was concerned that ICI's soda ash contracts could be anti-competitive and was considering taking action under the Competition Act, which became law earlier this year.

The ICI contracts were for an indefinite period and stipulated that a buyer must purchase his total requirements from ICI and give two years' notice of termination. These terms were considered too restrictive and likely to inhibit competition.

Mr. Gordon Borrie, director-general of fair trading, said yesterday that ICI would now be negotiating its soda ash contracts with all its customers. It would offer them a choice from a range of new contract options.

"In my view this represents a significant improvement and I therefore do not propose to make use of my powers under the Competition Act to initiate a formal investigation," he said.

Under the new terms ICI customers will, in addition to spot buying, be able to opt for short-term contracts for a fixed tonnage.

Running contracts, on a tonnage or shorter termination basis, will be offered with a choice of a price variation clause or a competition clause.

The price clause allows a buyer to terminate the contract within a set period following a price increase. The competition clause enables the customer to switch to an alternative supplier.

Special laws to plug tax loopholes rejected

BY TIM DICKSON

THE Inland Revenue has rejected a Parliamentary Committee's suggestion that special legislation should be introduced to close tax loopholes.

"In the great majority of cases where a new tax loophole is discovered, a satisfactory legislative remedy can be devised," the Treasury and the Board of Inland Revenue say.

Their view is contained in a minute on the reports from last year's session of the Committee of Public Accounts.

The committee identified three specific areas where tax had been lost: partnerships; earnings from offshore employment and woodlands managed on a commercial basis.

The committee recommended that the Inland Revenue should identify any further unintended loopholes and should calculate the tax yield that could be obtained by closing them. The committee said "alternative legislative arrangements should be considered for facilitating the enactment of these measures."

Taxmen evidence invited

FINANCIAL TIMES REPORTER

THE public was invited yesterday to submit written evidence to the Government's committee investigating the powers of the Inland Revenue and the Customs and Excise.

The committee, whose full title is the Committee on Enforcement Powers of the Inland Revenue and Customs and Excise, will be chaired by Lord Keith of Kinkel, a Lord of Appeal.

The committee's investigations will include: The Inland Revenue's and Customs and Excise's powers to investigate the accuracy of returns includ-

ing powers to call for information and documents; powers of entry and search of premises and persons; powers relating to cases of fraud, wilful default or neglect and to cases of reckless action. But the processes of collecting outstanding tax and interest charges on it will be excluded.

Evidence should be sent to the secretary of the committee, Room 400, GKN House, 22 Kingsway, London WC2B 6LE by January 31. A memorandum of guidance for potential witnesses is available from the secretary.

Sometimes legislation is not brought in because there is little loss of tax. In those circumstances "there would be serious objections to adopting the course suggested by the committee, since publication of information about the loophole could lead to its wider use."

Where tax loss is less substantial, says the Treasury and the Inland Revenue, the effective date of introducing amending legislation is normally the start of the tax year in which it is enacted.

Where tax loss is less substantial, says the Treasury and the Inland Revenue, the effective date of introducing amending legislation is normally the start of the tax year in which it is enacted.

Where tax loss is less substantial, says the Treasury and the Inland Revenue, the effective date of introducing amending legislation is normally the start of the tax year in which it is enacted.

Where tax loss is less substantial, says the Treasury and the Inland Revenue, the effective date of introducing amending legislation is normally the start of the tax year in which it is enacted.

Where tax loss is less substantial, says the Treasury and the Inland Revenue, the effective date of introducing amending legislation is normally the start of the tax year in which it is enacted.

Painting by Munch sets auction record

BY ANTHONY THORNCROFT

ONE OF the last oils painted by the Norwegian artist Edvard Munch sold at Christie's in New York on Tuesday night for £1,142,537, an auction record for Munch. It was a Bridge over a Bay, painted in 1902 and was one of three paintings sold by a private collector. Femme à la Guitare by Picasso made £816,326 but the third, a Matisse, Lorette VII, was bought in at £576,250.

All told, the sale of Impressionist and modern art totalled £8,501,740 with only 14 per cent unsold. Among other high prices were the £428,571 for Monet's Nymphs, Paysage d'Eté; £357,735 for Delage II by Kandinsky, an auction record; and the £183,673 which secured Le Marche de Bestiaux by Chagall. This was a record for any painting by a living artist.

Meanwhile in London, Christie's sold a Russian order of St. Andrew for £8,000 and Schubert's autographed manuscript of Trinkling for £4,500.

Sotheby's sale of topographical paintings totalled £235,505, with a very low 5 per cent bought in. A U.S. private buyer paid £48,000, plus the 11.5 per cent buyer's premium and V.A.T. for Dawn in the Rockies by Albert Bierstadt, which had been very modestly estimated at around £5,000.

A London dealer acquired a scene of Indians resting by the Canadian artist Cornelius Krieghoff for £28,000 while a view of Santiago in Chile painted in 1861 by Ernest Charton realised £26,000.

Sotheby's Belgrave held its first sale devoted exclusively to the Aesthetic Movement.

Sotheby's Belgrave held its first sale devoted exclusively to the Aesthetic Movement.

Sotheby's Belgrave held its first sale devoted exclusively to the Aesthetic Movement.

London and County trial told of account records

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

THREE businessmen were accused at the Old Bailey yesterday of falsifying a bank account for the benefit of Mr. Gerald Caplan, chairman of the London and County Securities group which collapsed in 1973, and those whom he chose to favour.

Mr. Trevor Pepperell, Mr. Brian McMenemy and Mr. Norman Noye, all former directors of London and County (A&L), the group's banking arm, face between them 11 charges of false accounting, forgery, theft and publishing a false statement. Not all face the same charges; all have pleaded not guilty.

Mr. Caplan is fighting extradition proceedings in the U.S. Mr. David Smout QC, prosecuting, said that although Mr. Caplan was not on trial, the guilt or innocence of the three accused had to be determined against the background of their association with him.

At the centre of the case was an account with A&L in the name of "J. Cartwright." The name was bogus, said Mr. Smout, as was an address for the account in the company's records.

"It is a façade invented to conceal the nature of the payments that were made," counsel said.

Over a 5½-year period cash payments were made from the account, which at one stage was £125,000 overdrawn. Included were payments to Mr. Caplan, his parents-in-law and Mr. Pepperell's builder.

The clue to the matter was to be found in "a tatty little book" kept in the drawer of a junior member of the company's staff, said Mr. Smout. It contained a record of the account.

Mr. Smout said it was alleged that one or more of the defendants had been involved with Mr. Caplan in falsifying accounts and associated documents. The intention had been to mislead the auditors and, in Mr. Pepperell's case, for personal gain.

Mr. Pepperell—a man of considerable financial ingenuity and acumen—benefited from one of the false accounts to the extent of £45,000, said Mr. Smout. Mr. McMenemy's and Mr. Noye's record had been the retention of their high offices in the company.

The hearing continues today.

Rank Xerox plans shops

BY GUY DE JONQUERES

RANK XEROX plans a network of retail shops in Britain to sell its copiers and other office products directly to the public.

This year Xerox, the American company which is the majority shareholder in Rank Xerox, opened a retail network in the U.S. It consists of seven shops in Dallas, Texas, Denver, Colorado, and Hartford, Connecticut.

Rank Xerox hopes its network will bring its products to the attention of more customers and cut its marketing and distribution overheads.

Rank Xerox hopes its network will bring its products to the attention of more customers and cut its marketing and distribution overheads.

Rank Xerox hopes its network will bring its products to the attention of more customers and cut its marketing and distribution overheads.

Rank Xerox hopes its network will bring its products to the attention of more customers and cut its marketing and distribution overheads.

Rank Xerox hopes its network will bring its products to the attention of more customers and cut its marketing and distribution overheads.

Rank Xerox hopes its network will bring its products to the attention of more customers and cut its marketing and distribution overheads.

Rank Xerox hopes its network will bring its products to the attention of more customers and cut its marketing and distribution overheads.

Ambulance men 'ready for winter pay battle'

By Pauline Clark, Labour Staff

WATER WORKERS and ambulance men were said yesterday to be preparing for a fight against Government pay policy.

Unions representing Britain's 17,000 ambulance men said pressure was mounting for a major increase in pay because of a widening gap in earnings compared with firemen and police.

At the same time, the National Union of Public Employees warned of "trouble" if the Government tries to impose a single figure settlement on the 33,000 manual workers to the water and sewage industry.

Mr. Ron Keating, National officer, who joins other union negotiators today in formally submitting a 30 per cent pay claim, said branch meetings of water workers around the country indicated that they regarded themselves as key workers.

"We are very likely to see trouble this winter unless the Government shows flexibility," he said.

NUPES and the Confederation of Health Service Employees said they were drawing up a claim for a "substantial" increase in ambulance men's pay and would press strongly for earnings to be linked to pay in the other main emergency services.

The claim, to be submitted next month, will argue that ambulance men's earnings have been seriously eroded by cutbacks in the National Health Service which have reduced overtime.

Basic pay was raised last January to £76.60 a week, and the minimum wage to £64 a week.

This year's proposed claim demands an increase in basic pay to maintain the purchasing power of last year's settlement of between 12.8 per cent and 25.8 per cent. Other demands are for a working week of 35 hours compared with 40 hours, six weeks holiday and improved shift allowances.

Workers agree to redundancies at Perkins

WORKERS at Perkins diesel engine plant in Peterborough yesterday voted for 800 redundancies and a "new productivity deal" against shop stewards' advice.

The agreement, by 7,000 hourly-paid workers at a mass meeting, means that voluntary redundancies will go ahead. Industrial action is averted, and trade unions have accepted plans to streamline factory-floor efficiency to avoid further job losses.

Perkins is the world's biggest manufacturer of diesel engines but production is being cut because of a slump in world sales.

Shell workers agree 14% deal

MASS MEETINGS of non-craft manual workers at Shell's refineries and chemical complex at Carrington, Manchester, have accepted a 12-month pay deal which will increase the wage bill by slightly more than 14 per cent.

It is in line with offers being made to refinery workers and tanker drivers in some other oil companies.

The Shell deal, which affects 3,700 workers, also includes a reduction in the working week from 40 to 37½ hours in January, 1983.

TUC council attacks 'appalling complacency' of Prime Minister

By Nick Garnett, Labour Staff

THE RESPONSE of the Prime Minister, Mrs. Margaret Thatcher, to questions by members of the TUC general council at their meeting with her last week "demonstrated an appalling complacency and insensitivity about the industrial crisis," the general council said yesterday.

In a strong statement issued after the council's meeting yesterday, the TUC said the unemployment figures earlier this week "confirmed the crisis."

The figures ignored the extent of short-time working in industry. "The real figure is already over 2½m—that is over

one in 10 of the labour force. But the Prime Minister repeatedly refused to say what level of unemployment would compel the Government to change course."

The general council confirmed that all the unions involved in the Isle of Grain lagers' dispute had accepted the TUC's formula to end the dispute.

This acceptance was secured at the beginning of this week and removed the threat of the suspension from TUC membership of the engineering section of the Amalgamated Union of Engineering Workers and the

Electrical and Plumbing Trades Union.

The unions will shortly meet the Central Electricity Generating Board which is unclear about some of the implications of the formula.

Mr. Sid Weighell, general secretary of the National Union of Railworkers, who lost his position as chairman of the TUC transport committee on a vote, asked the general council to refer the matter back to the committee. But a ruling by Mr. Alan Fisher, TUC chairman, that this was not a matter for the general council, won overwhelming support.

Warning of provincial mail delays

By Jason Crisp

THE POST OFFICE warned last night that 5m letters bound for the provinces would be delayed. The warning followed an emergency meeting in London by members of the Union of Communication Workers who load trains at the mainline stations.

The union objects to Post Office plans to cut overtime during the busy pre-Christmas period as part of a productivity agreement.

The Post Office proposes cutting 50 hours overtime during December for each of 1,000 postal workers who load and unload mail trains in London.

Three times as many letters are sent in December than any other month and Post Office management wants to delay special Christmas arrangements by one week and to reduce a special 12-hour shift by one

hour. The union said its members at the railway stations were complaining that local managements were failing to negotiate with them properly on a range of issues. It denied that the emergency meeting was intended to be disruptive of the post particularly. The Post Office said the meeting was being held at the peak time for loading trains to the provinces.

Q&A If the NUS blocks its plans. It said the decision would cause "serious industrial consequences in the British merchant fleet and would constitute a significant loss of job opportunities."

Sacked Cunard seamen stage sit-in

By Pauline Clark, Labour Staff

BRITISH SEAMEN refused to leave the luxury liner Cunard Countess in Bridgetown, Barbados, last night after the company issued dismissal notices to crew members whose industrial action has kept the ship in port for a week.

Although 15 of the crew agreed to fly home on tickets issued by the company, more than 100 were said to have obeyed instruction from the

National Union of Seamen to stage a sit-in.

The union wants the company to reverse its decision to cut wage costs by transferring the Countess and the Cunard Princess to the Bahamian flag.

The TUC General Council yesterday deplored Cunard's plans.

Lord Matthews, chairman of Cunard, has threatened to sell the two ships and the

Wages councils criticised over women's low pay

By Our Labour Staff

BRITAIN'S WAGES councils yesterday came under fire for their failure to prevent "substantial underpayment" of workers, especially women.

Women workers in industries covered by wages councils are still among the lowest paid in the country, according to a Low Pay Unit report published yesterday by the Equal Opportunities Commission.

Launching the report, Mr. Chris Pond, director of the unit, claimed that nearly 11,000 companies were underpaying and cheating workers, especially women, out of £22m a year.

Women working at home were being paid less than 20p an hour in some cases, and more than 2m women workers in all were

being underpaid.

Although women's pay improved substantially compared with men's between 1970 and 1978, "this progress has evaporated," the reports says. Women's earnings declined comparatively between 1977 and 1979 and women now earned less than two-thirds the wages of their male counterparts.

The report singled out the service industry, the distributive trades and the textile clothing and footwear industries as the "outstanding" low payers.

Miss Emma MacLennan, author of the report, called on wages councils to set bigger basic minimum wages to help rectify the problem.

Funds sought for party

By Our Labour Staff

UNION LEADERS are likely to discuss soon with the Labour Party's National Executive Committee the mechanisms by which the unions can raise a further £300,000—the estimated sum the party needs in the short term.

A meeting of the Trade Unions for a Labour Victory agreed yesterday that this sum could be found by the unions. It was also decided to begin a feasibility study into the

setting-up of a trade union clearing or merchant bank.

Union officials have already discussed the project with the Co-operative Bank and with officials involved in West German trade union banking.

Mr. David Barnett, TULV chairman, said trade unions would benefit by setting up their own bank, since they borrowed money at high interest rates, and this interest was lost to the union movement.

Union call on benefit frauds

By Our Labour Staff

THE Society of Civil and Public Servants has urged members who are unemployment office managers and supervisors to ignore such work as detecting fraud and benefit overpayments, in protest at plans to cut 1,400 staff posts.

The union, the second largest in the service, has urged its 4,000 managerial and supervisory members in unemployment benefit offices to make sure claimants receive benefits on time, but delay less essential work such as the recovery of benefit overpayments, detection of fraud, test checks of claims.

Mr. David Luxton, SCPS national officer, said: "The only way our members can effectively demonstrate that benefit offices are understaffed is by ignoring the work that is so dear to this Government's heart, but without hitting at claimants."

The largest Civil Service union, the Civil and Public Services Association, yesterday said the latest Government figures on the use of unemployment review officers justified the union's view that extending their activity from supplementary to unemployment benefit claimants was a further attack by the Government on the unemployed.

CHOOSING THE RIGHT GEMSTONE INVESTMENT PLAN MEANS KNOWING WHO CHOOSES THE RIGHT GEMS

GEMSTONES HAVE NOW BECOME AN IMPORTANT DIVERSIFICATION IN MANY INVESTMENT PORTFOLIOS. THE ABILITY TO RECOGNISE AND CLASSIFY GEMSTONES IS CRUCIAL TO SUCCESSFUL GEM INVESTMENT. GARANTI INVEST LIMITED ARE A LEADING AUTHORITY IN THE GEMSTONE INVESTMENT FIELD AND KNOW HOW TO CHOOSE THE RIGHT GEMSTONES - WE HAVE BEEN SELECTING THE BEST FOR MANY YEARS.

Garanti now believes that sapphires offer the best prospect for substantial capital growth in this field. Of course, every investment has a risk attached but sapphires are still about one third of the price of diamonds and the supply of top quality stones is diminishing, while the demand continues to grow.

Garanti know all about this supply since we are involved in the mining and cutting of the stones. We buy our stock virtually from source, by-passing importers, wholesalers and retailers. This means that Garanti can offer you the best stones available at the most economic price.

The best blue sapphires are mined in Sri Lanka and Garanti Invest have established an internationally recognised system of sapphire grading, called S & Q 78. The system ensures that every stone has been scientifically graded and valued and that a certificate has been issued by qualified gemologists. Every stone is sealed in an S & Q cassette, and our undertaking to re-sell is guaranteed on this basis. As a result, sapphires can now be bought confidently on certificate description.

FIND OUT ABOUT THIS IMPORTANT INVESTMENT OPPORTUNITY. THIS BROCHURE GIVES FULL DETAILS ABOUT OUR SAPPHIRE INVESTMENT PLAN INCLUDING THE S & Q GRADING SYSTEM AND RE-SALE GUARANTEE. SEND FOR THE BROCHURE TODAY OR TELEPHONING ON 01-629 7158.



Garanti Invest Limited

Garanti Invest Limited
278-282 High Holborn
London WC1V 7HA

Scandinavian Office
Skappelvagen 5-6
41121 Göteborg Sweden

To Garanti Invest Limited
278-282 High Holborn, London WC1V 7HA
Please send me your Sapphire Investment brochure
without obligation to:

Name _____
Address _____
☐ Please tick if you are a financial adviser

Flying to the Far East?



Cathay Pacific has important connections

Cathay Pacific flies from London to Hong Kong but, unlike some other airlines, we don't stop there. With us you have a choice of 380 flights a week from Hong Kong to every major city in the Far East - and on to Australia.

If you're a businessman travelling via Hong Kong to places such as Manila, Taipei or Tokyo,

fly Cathay Pacific and it's a single airline all the way. And you know how much trouble that can save.

All seats are fully bookable through your Travel Agent.

Or you can phone our reservations office on 01-930 9231.

HONG KONG'S AIRLINE-WE KNOW ASIA BEST

CATHAY PACIFIC
The Swiss Group

Bahrain - Bangkok - Brunei - Dubai - Fukuoka - Hong Kong - Jakarta - Kota Kinabalu - Kuala Lumpur - London - Manila - Melbourne - Nagoya - Osaka - Penang - Perth - Port Moresby - Seoul - Shanghai - Singapore - Sydney - Taipei - Tokyo.

Centacom advertise, screen, test, recruit and guarantee the very best staff for your company.

CENTACOM

Centacom Staff Ltd., Office Staff Specialists

937 5825 223 Kensington High Street, W8
920 0416 65 London Wall, EC2
836 2375 357 The Strand, WC2
734 2664 97 Regent Street, W1
836 2307 Lawstaff Ltd., 367 The Strand, WC2
836 2309 Centacom Executive Staff (Accountancy)

THREE CASE STUDIES

10. I believe the above information is true and correct.

Our names as good as gold.



We must admit that, to most people, Blackwood Hodge is hardly a household name.

However, believe it or not, we are the world's largest distributor of earthmoving equipment.

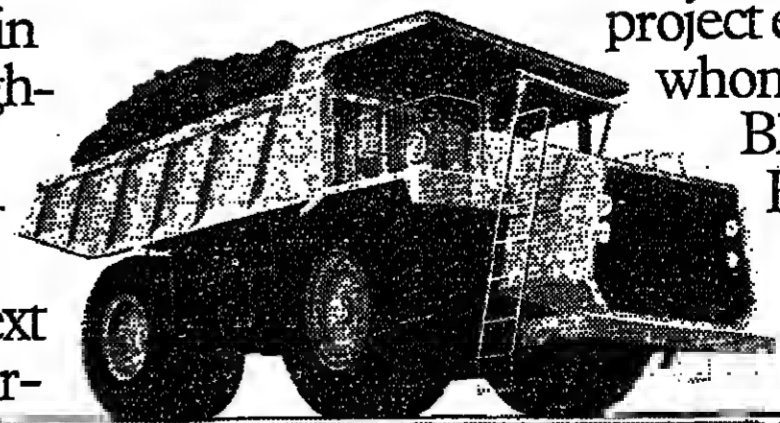
Excavators, scrapers, trucks, and so on.

Unromantic maybe, functional certainly, but the world would be a lesser place without them.

For more than thirty years we've been supplying such equipment in over fifty countries spread throughout five continents.

And, perhaps more importantly, providing the support of a round the clock service. So the next time you're driving down a motorway in Mogadishu, or touching down at some distant airport, remember one simple thing.

There's probably a site manager or project engineer, to whom the words Blackwood Hodge sound as good as gold.



BLACKWOOD HODGE

The world's largest distributor of earthmoving equipment.

Autumn of idleness mainly for 'tax-earners'

BY MICHAEL DIXON

WHILE CONSIDERING the accompanying table, readers may care to guess who was the Englishman who wrote the following quotation, and why it is apt in more than one way. The only clue I will give is that he was born too early to be a monetarist.

"We have the same means (as other countries have), able bodies, pliant wits, matter of all sorts, wool, flax, iron, tin, lead, wood, etc., many excellent subjects to work upon, only industry is wanting..."

"Industry is a loadstone to draw all good things; that alone makes countries flourish, cities populous, and will enforce by reason of much manure, which necessarily follows, a barren soil to be fertile and good..."

The author was Robert Burton, writing around 1615. And the second way in which the quotation is appropriate to the message of the table—compiled from the latest count of jobless managerial and specialist staff registered with the Government-sponsored Professional and Executive Recruitment Agency—is that the words come from Burton's book called *The Anatomy of Melancholy*.

The reason for melancholy here is not that, even when the figures have been "seasonally adjusted" by deducting new entrants without experience in the jobs they aspire to, the increase in higher-grade unemployment over the past six months has been almost 27 per cent. There no longer seems

HIGHER-GRADE STAFF MOST AFFECTED BY RISE IN UNEMPLOYMENT				
	No. on register as unemployed	No. of "new entrants" on register	Unemployed net of "new entrants"	Rise over six months
	Oct. 2 (Apr. 1)	Oct. 2 (Apr. 1)	Oct. 2 (Apr. 1)	%
Draughtspeople	1,295 (652)	105 (53)	1,190 (599)	98.7
Data processing	3,706 (1,738)	2,673 (1,139)	1,033 (599)	72.5
Sales and marketing	11,395 (7,527)	3,044 (1,667)	8,351 (5,860)	42.5
Town planners and architects	994 (491)	535 (156)	459 (335)	37.0
Production managers	3,228 (2,368)	246 (134)	3,042 (2,234)	36.2
Engineers and technologists	5,428 (3,074)	2,171 (645)	3,257 (2,429)	35.1
Accounting	3,012 (1,771)	1,204 (434)	1,808 (1,337)	32.4
Purchasing	1,415 (1,021)	185 (102)	1,230 (729)	30.7
Chemical scientists	1,227 (719)	609 (246)	618 (473)	24.7
Personnel	3,082 (2,104)	1,994 (1,245)	1,088 (859)	24.2
Teachers	17,409 (12,293)	4,984 (2,286)	12,425 (10,007)	23.7
Construction managers	1,904 (1,440)	160 (49)	1,744 (1,391)	20.7
Transport & warehouse mngs.	2,004 (1,596)	152 (100)	1,851 (1,496)	20.1
Surveyors	523 (276)	266 (63)	257 (213)	17.1
Estimators, etc.	940 (728)	128 (52)	812 (676)	15.7
Retail management	1,154 (802)	415 (171)	739 (631)	13.7
Estate agents, etc.	2,928 (1,896)	1,839 (957)	1,089 (941)	12.9
Librarians, art galleries, etc.	8,282 (4,808)	5,544 (2,405)	2,738 (2,403)	13.4
Office managers	3,495 (2,740)	940 (318)	2,555 (2,422)	13.4
Administration managers	3,670 (2,015)	1,846 (407)	1,824 (1,608)	26.9
All managers and specialists	99,501 (64,902)	38,171 (16,561)	61,330 (48,341)	

anything remarkable about that. The rise in seasonally-adjusted overall unemployment in Britain between April 10 and October 9 was barely short of 30 per cent. But look at the kinds of managerial and specialist staff who have been worst affected by the increase!

There are nine major categories of work which show increases above the 26.9 per cent average. Of these, it is surely only the town planners and architects group which contains a heavy share of public service employees who, I suspect, will not be proportionately repre-

ented among the 459 "net" unemployed in that category.

Moreover, of the 11 major groups with the greatest below-average increases, only two consist largely of people whose salaries are paid by the taxpayer. They are teachers, and the staff of libraries, art galleries and the like.

The fact that these two both appear in the table below personnel staff is also apt, although in a more restricted way. The Institute of Personnel Management is just beginning its annual conference in Harrogate, and one of the sessions is

entitled "Personnel manager—protect yourself!"

The pity is that nowhere on the programme of 10 full-day seminars and four dozen 90-minute talks can discussions, can I find any time officially devoted to consideration of unemployment among managers and specialists in the large sense. Even though I have learned not to expect policy statements by the institute on controversial issues, I am saddened by this omission.

It would not have been beyond the institute's ability to offer something of general help.

It might, for instance, have given its members both opportunity and encouragement to pool their experience so as to provide newly jobless higher-grade staff with means of telling executive - redundancy counsellors who are worth their fee, from those who resemble nothing so much as vultures.

That, however, is enough melancholy for one column. So I'll simply wish, on behalf of would-be wealth-generating workers suffering or threatened by unemployment, that the Prime Minister's hopes of an autumn of understanding followed by a winter of common-sense, have taken account of the message of two other quotations.

The first is the axiom: Understanding is at least a two-way thing.

The second is a statement by Alfred North Whitehead: "The folly of intelligent people, clear-headed and narrow-minded, has precipitated many catastrophes."

Enlightenment

"I'M HOPING that at least one able, experienced manager's problem may be our opportunity." The speaker was Uwe Kitzinger who lately left the job of dean of the Insead business school in France to become director of the Oxford Centre for Management Studies.

Being small, the Oxford Centre is admirably placed to develop "learning programmes" to meet the specific needs of particular companies or sectors of industry, he believes. And

whether such programmes take place in the centre which has 36 bedrooms and stands in 22 acres, or on the premises of the company concerned, Mr. Kitzinger intends the main growth to be in programmes for high-level managers.

So he is hoping to hear from at least one manager with success in the planning and practice of business, or the public service, or management consultancy, or even management education, able to help in making the proposed growth a reality.

The incoming fellow (or preferably fellows) in business strategy will plan, organise, market, and above all run the intended top-level programmes lasting from half a day upwards. They will be paid by the relevant academic scales which I gather run from £11,165 to £16,765 or so, and may well be elected members of the economics faculty of Oxford University.

Uwe Kitzinger does not much mind which country candidates came from, provided they have the required experience and credibility, and are "culturally transferable." Nor, given the same qualifications, does it matter whether they are in a job, or not—hence his opening remark. He would prefer them to be aged 40 to 60.

Inquiries to this enlightened director, or his assistant Madeleine Cook, at the centre, Kennington, Oxford OX1 5NY; telephone 0865 735422. His home number is 086 731 266.

Young Bankers

TO TRAVEL WORLDWIDE AIB

21+

We now need 6 more banking professionals who are AIBs to join us as Banking Consultants in the rapidly expanding field of computing. Enjoying comprehensive training and outstanding career prospects, you'll use your banking knowledge in depth to advise on the design/modification of computer systems for customers worldwide.

With offices in London, New York, Hong Kong, Luxembourg and plans to open further premises in Europe and the Far East—we're offering you a unique opportunity to capitalise on your banking experience by following a structured career path leading to the highest levels of management.

BIS Software Limited is a fast-growing company specialising in the design, development and implementation of advanced DP systems. Operating internationally in the banking markets, we have successfully installed over 50 systems in 62 locations. We offer top salaries and a range of generous benefits, including a profit-linked bonus scheme, pension/insurance/sickness schemes, over 4 weeks holiday, season ticket loans etc. Contact Jim Hewitt on 01-928 3551 or send him a brief CV.

BIS Software
York House, 139 Westminster
Bridge Road
London SE1 7UT
Telephone 01-928 3551

BIS Software

CHEMICAL BANK INTERNATIONAL LIMITED

Experienced Eurobond Trader and F.R.N. Dealer

Rapid development of our primary and secondary sales activities has created an opening for a straight dollar Eurobond Trader and an F.R.N. Dealer, each with up to three years experience. Our existing team is established as secondary market makers and these trading activities involve working closely with our sales force.

Salary will depend on the extent of experience and other qualifications, but will be attractive to men or women already well established in the market. Fringe benefits are those associated with a major international bank.

Applications in confidence to Mr M. K. O'Connell, Chemical Bank International Limited, Union Court, 33 Old Broad Street, London EC2N 1EA.

Commercial Administration Manager

Nigeria up to £20,000

for a well established but rapidly expanding subsidiary of a UK consumer goods group.

Responsibility will be to the Managing Director for accounting, purchasing and related administrative activities. Key task will be to develop these functions to meet growth demands.

Probably graduates and/or qualified accountants aged 28 to 35, candidates must have management/supervisory experience of accounting and administrative activities and, preferably purchasing experience. Overseas working exposure essential.

Benefits include free furnished accommodation; car and driver; married or single status contract; medical cover; education allowance; twice yearly UK leave with paid family air fares.

Please write—in confidence—to G. E. Howard ref. B.1131-1.

MSL
Management Selection Limited
International Management Consultants
17 Stratton Street London W1X 6DB

United Kingdom Australasia Benelux
Canada France Germany Ireland
Italy Scandinavia South Africa
Switzerland U.S.A.

NORDIC BANK LIMITED

As the result of recent expansion the following vacancies have arisen in the bank's dealing room.

FOREIGN EXCHANGE DEALERS

Required for both spot and forward activities in various currencies including the Scandinavian currencies.

STERLING DEPOSIT DEALER

To assist in the day-to-day running of the bank's sterling portfolio. Candidates must have some knowledge of all domestic money market instruments including gilts.

All applicants for these positions should have a minimum of two to three years' experience in an active dealing environment.

Competitive salaries and attractive fringe benefits are negotiable depending on experience.

Applicants should apply in writing with a full résumé to Mr. K. A. R. Mackenzie, Personnel Manager, Nordic Bank Limited, Nordic Bank House, 20 St. Dunstan's Hill, London EC3R 5HY.

All applications will be treated in the strictest confidence.

NORDIC BANK LIMITED

Guinness Mahon Export Finance Banker

This is a new appointment reporting directly to the Export Finance Manager and has arisen out of our successful expansion in buyer credits, our confirming house and related trade finance activities.

Applicants should have 2-3 years relevant experience gained with a bank and would be dealing with new and existing customers. Our business is worldwide, however, a specific knowledge of Eastern European business would be an advantage.

Salary and other benefits are attractive and commensurate with those offered by other members of the Accepting Houses Committee.

Applications will be treated in strict confidence and should be addressed to:

Miss J. R. Roberts,
Guinness Mahon & Co. Limited,
32 St. Mary at Hill, London EC3P 3AJ.

A member of the Guinness Peat Group

TOP SALESMAN/WOMAN

Englisches Brokerhaus hat noch 2 Plätze für Spitzenverkäufer frei, welche nach der Einarbeitungszeit selbständig Aufgaben im Tradingbereich mitübernehmen sollen.

Ihre Kurzbewerbung erbitten wir unter Chiffre

Box A.7327, Financial Times
10 Cannon Street, EC4P 4BY

MANAGEMENT CONSULTANCY

London based

To £15,000

Ernst and Whinney wishes to recruit a number of qualified accountants to join its management consultancy department.

Management consultancy offers the intellectual challenge of dealing with a wide range of problems and clients. Personal and technical skills of the highest order are required to analyse, prepare and present recommendations and subsequently to assist clients to implement changes.

Areas of work will include:
Business organisation and policy
Financial planning and control
Computer-based systems
Economic and marketing studies
Project management

Prospects for career progression in this expanding department are excellent, and there will be opportunities for travel both in the UK and overseas.

Candidates must be qualified accountants, preferably graduates and in the age range 28-35. Experience should include at least three years in industry or commerce. A period in the financial sector will be particularly relevant. Initial salary will be up to £15,000 and other benefits will be as expected for a large international professional firm. Brief personal details and an outline career history should be sent in confidence to N.F.R. Cairns quoting ref. FZ/151/C.

EW Ernst & Whinney Management Consultants
57 Chiswell Street, London EC1Y 4SY

Chief Accountant

£15,000 and Car.

North London

With turnover exceeding £100 million, a hundred retail outlets in key positions, and further expansion underway to meet the increasing demand, a major retail organisation (non food) requires a Chief Accountant.

Reporting to the Financial Director, the person appointed to this new position will meet a demanding specification. He/she will have a recognised accountancy qualification and experience of a high volume fully computerised retailing operation with sophisticated accounting and reporting systems. Responsibility for the total accounting function, and over 100 people, requires someone capable of operating under pressure in a challenging and dynamic environment. The age range is 30-40.

Based in North London, this highly successful company is part of a multi-national group, and the remuneration package and other benefits are those of a major company. Assistance with relocation expenses is available.

Please write to, or telephone, L. A. Robinson quoting Ref. No. 6538.

mh Mervyn Hughes Group
2/3 Cursitor Street, London EC4A 1NE
Management Recruitment Consultants

01-404 5801

International Bankers

AFRICA AND THE MIDDLE EAST

Our client, a major U.S. bank is seeking to strengthen its professional resources available for assignments in its existing network of units in the Middle East, including Kuwait and Bahrain, and for projected new ventures in both English and French speaking Africa.

The need is for SENIOR LENDING OFFICERS capable of marketing an extensive range of financial services to local and multi-national clients, and for experienced OPERATIONS MANAGERS able to direct all administration functions from start-up phase onwards.

Candidates must be able to present evidence of a successful track record in international banking; be commercially aware; and be genuinely keen to develop their career in Third World Countries on a long term basis. Applicants with general management abilities and potential will have accelerated career prospects. The positions are permanent and pensionable, and the comprehensive compensation package is designed to attract and keep bankers of the highest possible calibre.

Please submit a detailed curriculum vitae which will be handled in the strictest confidence. Initial interviews will be held in London although arrangements have been made for overseas candidates to be interviewed locally.

Applications should be for the attention of Mr. M. F. Hutton, Managing Director.

Sangster Pearson Ltd.

Recruitment and Selection Consultants
1st Floor Unicentre, Lords Walk, Preston, Lancs, England.
Telephone: 07722 21072 Telex 67327

Jonathan Wren - Banking Appointments

The personnel consultancy dealing exclusively with the banking profession

GUIDE TO BANK SALARIES & BENEFITS

The October, 1980 edition of the Jonathan Wren Guide to Current Salaries in Banking contains:

- Analysis of salary increases implemented by international and merchant banks since April, 1980.
- Salary figures for over 100 bank positions at management, supervisory and clerical level.
- Job descriptions.
- Average salary scales for the more junior job functions.
- Charts showing salary bands for the principal banking positions.

A comprehensive Survey of Fringe Benefits in Banking is also published. Both publications are available to banks and financial institutions by subscription.

Further information from: Ken Anderson, Director

First floor-entrance New Street
170 Bishopsgate London EC2M 4LX 01-623 1266

LOANS OPPORTUNITIES IN MERCHANT BANKING

THE COMPANY is a major Accepting House offering a complete range of Merchant Banking services, including an active loans function.

THE VACANCIES (2) lie within separate departments of the lending area.

★ the first is involved in a variety of INTERNATIONAL INDUSTRIAL SECTORS, notably aircraft, films and a broad spectrum of American industries, particularly oil. Candidates should have a good understanding of tax-related financing, and a leasing background would be a distinct advantage.

★ the second department specializes in SUBSTANTIAL PRIVATE CLIENTS. This position represents an unusual opportunity for someone with clearing-bank experience to break into the merchant-banking sector.

The successful candidate for both positions can expect involvement in all aspects of the business, from credit appraisal through to the final negotiation of packages. Very attractive salaries are open to negotiation. The ideal age range is approximately 26-33, depending on experience, and prospects for further progression are outstanding for executives of ability.

Career plan
Executive Recruitment Consultants

Please apply: Nigel Halsey or Jock Coutts
Career Plan Limited
Chichester House Chichester Rents
London WC2A 1EG
Tel: 01-242 5775

Financial Director Designate

a business manager and decision taker,
already in a high salary bracket.

Our clients are a large, international engineering and contracting group, with headquarters in central London, whose record of growth and profitability is nothing short of enviable. They seek a qualified Accountant of the requisite stature to become Financial Director to one of their major subsidiaries—following a period of Group familiarisation.

The subsidiary is a substantial business operation in its own right and its Financial Director must therefore be able to contribute high level financial expertise to the abilities of a strong technical management team. The man or woman appointed will be able to demonstrate progressive career development,

not only as an Accountant but as a decisive business manager. A knowledge of the contracting industry, while not absolutely essential, would be an additional advantage.

The salary envisaged will attract candidates in the 35-45 age group currently earning in excess of £15,000 per annum. Benefits, which include a company car, are all those expected of a successful organisation and this expanding Group can offer excellent future prospects.

Please write initially with brief career details to W. J. Stanton, Director, Austin Knight Limited, London W1A 1DS.

Applications will be forwarded to our client, therefore any company you do not wish to approach should be listed separately.



**Austin
Knight
Advertising**

INTERNATIONAL TREASURY MANAGER

Nr Oxford

£12,000 + car

Travelling up to 30% of the time, reporting to the Financial Director and working closely with the European marketing function, the Manager will be responsible for the financial aspects of all sales within the region. Servicing multi-million dollar contracts he or she will be expected to negotiate with banks, customers and various government departments to develop the most effective financing method. The Manager will be expected to review new methods of sales finance, including the establishment of a captive finance organisation.

Manufacturing a range of heavy equipment for industry our client is the world leader in its field. \$150 million turnover in Europe, the Middle East and Africa is controlled from the Oxford location with products being sourced from either UK or US manufacture. Applicants, aged 28-35, should have proven experience in an international treasury function, ideally gained in a capital goods industry. Please telephone or write to David Hogg FCA quoting reference 1/2022.

EMA Management Personnel Ltd.
Burne House, 88/89 High Holborn, London, WC1V 6LR
Telephone: 01-242 7773

SECURITIES SALES - HONG KONG

An opportunity arises to join a hard working, successful and professional team in one of the most stimulating investment environments. Our Hong Kong office seeks additional staff to work in retail and institutional sales primarily in North American securities with full potential for activity in Hong Kong equities. Preferred candidates will be single or without children, ambitious and most likely located in a Canadian, U.S. or U.K. oriented broking firm. An attractive package will be negotiated, based either salary and/or commission. The successful candidate will enjoy the advantages of local taxation and other benefits. To arrange a preliminary conversation during our visit to London during the first week of November, please telephone Peter Firth on 01-628-4266. You might wish to send him a brief record of your investment career to date.

Dominion Securities (ASIA) Limited, Hong Kong,
a subsidiary of Dominion Securities Limited Toronto.

Contracts Manager

N. London

Excellent Salary + Car

Sperry Univac manufacture and sell some of the world's most sophisticated computer systems. They now need a further Contracts Manager to be responsible for all aspects of business and contractual matters in the designated marketing region.

You will, with your team, draft and negotiate contractual arrangements with prospective and existing clients and act as a direct link between our Marketing Sales organisation and the financial aspects of selling a computer installation, which could range between £300k and £5,000k.

Ideally aged 25-40, you should be educated to degree level (Business Studies/Accounting) or equivalent and have some experience of commercial negotiations. It is very important that you have a working knowledge of Commercial Law and Finance and Administration.

This position calls for the highest levels of communicative and negotiating skills coupled with the flair needed to operate in a highly competitive business environment.

This position is unlikely to attract anyone currently earning less than £9000 per annum.

Candidates, male or female, in the first instance telephone or write to Patricia Scott-Edwards on 01-961 6444 Ext. 32. Sperry Univac Centre, Brentfields, Stonebridge Park, London NW10.

SPERRY UNIVAC
COMPUTER SYSTEMS

The computer people who listen.

SPERRY UNIVAC IS A DIVISION OF SPERRY LIMITED

Bieten Sie uns Ihr Know-how

wir bieten Ihnen einen sicheren, krisenfesten
und abwechslungsreichen Arbeitsplatz mit
technisch reizvollen Aufgaben.

Wir suchen:

INGENIEURE KONSTRUKTEURE

für die Fachbereiche Elektrotechnik und Maschinenbau.

Wir, eines der führenden Ingenieurbüros in der
Bundesrepublik projektieren und konstruieren für
die Industrie.

Werden Sie Mitarbeiter in einem erfolgreichen Team,
bei dem auch Gehalt und Sozialleistungen stimmen!

Bitte senden Sie uns Ihre Bewerbungsunterlagen

FERCHAU KONSTRUKTION GMBH

Duisburger St. 44, D-8500 Nürnberg 60



Ferchau Konstruktion

SCOTTISH OIL COMPANY

REQUIRES

CHIEF EXECUTIVE

Lennox Oil Company Limited was formed in May, 1980 with an authorised capital of £5 million and the objective of becoming an active oil exploration and production company based in Edinburgh. Its shareholders include leading investment, insurance and commercial companies. Lennox is participating in four consortia making Seventh Round applications, and has allocated funds for exploration elsewhere in the world.

The Board wishes to appoint a Chief Executive to direct and develop the Company. The applicant should have an oil industry background, a good intellect, a spirit of enterprise and a determination to establish the name and reputation of Lennox internationally. Financial arrangements negotiable.

Please apply with full background information to:

Mr. Iain Noble, Lennox Oil Company Limited,
8 Forres Street, Edinburgh EH3 6BJ.
Telephone: 031-226 7443

Further information available on request.

Financial Analyst — International Banking

Accountant/Business Graduate

£11,000 + Profit Share

A key appointment within the London branch of a major International Bank. The appointment offers exceptionally broad exposure to all facets of the London branch operations through the conduct of profitability investigations into customer services and the development of automated customer and service profitability analysis. Experience gained in a multi-national, commercial environment is essential, age preference 27-32. Benefits include profit sharing, pension and health schemes plus assisted travel and mortgage facilities.

In the first instance please call or write to Brian Cognet ACCA for an exchange of information.

Personnel Resources Limited

HILLGATE HOUSE, OLD BAILEY, LONDON EC4M 7HS. 01-248 6321

LEADING SPECIALISTS IN FINANCIAL APPOINTMENTS

Large US Investment House

Shortly to open new
MAYFAIR SALES OFFICE
would like to interview
highly-qualified and experienced

REGISTERED
REPRESENTATIVES

We also have limited vacancies
for the following positions:

ACCOUNT EXECUTIVE
TRAINEE
MANAGER'S SECRETARY
SALES ASSISTANTS
OPERATIONS AND
WIRE-ROOM PERSONNEL

Please write Box A732,
Financial Times,
10 Cannon Street, EC4P 4BT.

MANAGING DIRECTOR

Food Manufacturer in Scotland

A long-established and expanding British Public Company wishes to appoint a Managing Director at a Scottish subsidiary engaged in food manufacture and supplying major retailers in the U.K.

The successful candidate will need to demonstrate a sound record of organising and motivating a capital intensive business which is expanding rapidly. This experience will preferably, but not necessarily, have been in food manufacture.

The salary and benefits will be substantial.
Preferred age range: 35-50.

Applications to:

Group Managing Director,
SALE TILNEY & COMPANY LTD.,
26 Queen Anne's Gate, London SW1H 9AB.

Major Merchant Bank

STOCK EXCHANGE DEALER

A major Merchant Bank, one of the Accepting Houses, has a vacancy for a Stock Exchange Dealer. The successful applicant, likely to be in the age range 25-35, must have a minimum of five years' relevant experience in a merchant bank or other financial institution and will be expected to have a sound knowledge of dealing procedures in all the major financial markets.

In addition to a competitive salary, the staff benefits will include low interest housing loan, non-contributory pension scheme, profit sharing, free medical cover, interest free season ticket loan and £1 per day luncheon vouchers. The Company has a Sports and Social Club.

Please apply in writing with relevant details to the Personnel Manager,

Box FT/642, c/o Hanway House,
Clark's Place, Bishopsgate,
London EC2N 4BJ.



As a result of our continued international and domestic expansion we have vacancies in the following departments:—

DOCUMENTATION

The function of this department is to deal with all documentation in respect of lending and other credits granted by the Bank.

Duties include preparation of documentation, perfection of security, liaison with clients and lawyers and preparation of reports.

The ideal candidate, aged 24-30, with A.I.B., will have had two-three years' experience in a similar role in international banking. Salary negotiable and usual fringe benefits.

CREDIT ANALYSIS

The function of this department is to assist marketing staff responsible for selected territories in the supervision of existing business and the examination of new projects.

Duties include credit analysis, client liaison, preparation of reports and assistance with documentation. Occasional travel is required.

The ideal candidate, aged 24-30, with A.I.B., a degree or equivalent qualification, will have had two-three years' experience in a similar role in international banking. A working knowledge of a European language would be a distinct advantage.

Salary negotiable and usual fringe benefits.

Please apply to:

Mrs. Jeanne Rout
Personnel Manager
Italian International Bank Limited
P & O Building
122 Leadenhall Street
London EC3V 4PT

TREASURY ASSISTANT

Willis Faber & Dumas, the leading international insurance brokers, are looking for a young person to assist with all aspects of cash management, investment and foreign exchange transactions.

It is anticipated that the successful applicant will become fully integrated into the Treasury Department and be capable of working independently without supervision. A high degree of numeracy is an essential requirement, together with experience and/or training in an economic or mathematical discipline. This position would suit a graduate.

Prospects are excellent. The appointment carries a generous salary, dependent on age and experience, and all the benefits associated with a large company.

Apply to Mrs. P. Fowler,
Staff Department, at the address below or
telephone her on 01-488 8283
(between 10 a.m.-4 p.m.)

International Insurance and Reinsurance Brokers
WILLIS, FABER & DUMAS LIMITED
10 Trinity Square, London EC3P 3AX
and at Lloyd's

FIELDING NEWSON-SMITH & CO. CORPORATE FINANCE

The expanding department is seeking a senior executive experienced in all aspects of corporate finance. The successful applicant will probably be aged under 35 and hold a professional qualification in Law, Accountancy or Secretariatship.

The position carries excellent career prospects. Remuneration, which will be based on qualifications and experience, will consist of salary plus a share of profits.

Applications, which will be treated in the strictest confidence, should be sent with a curriculum vitae to:

The Managing Partner
FIELDING, NEWSON-SMITH & CO.
31 Gresham Street, London EC2V 7DX

Arabic Speaking Bankers

A leading Middle East-based commercial bank with strong US ties requires an experienced banker to market its services to corporate clients. Operating in a rapidly expanding economy and a highly professional business environment, the successful candidate will be responsible for the profitability of an assigned loan portfolio, for developing and executing new business and monitoring existing loans.

Candidates should have a university degree, thorough credit training with a major international bank and at least three years practical experience in commercial lending. Fluent English and Arabic are essential.

This is a career position in a fast-growing organisation which stresses advanced training and career development. In addition to an attractive base salary and performance bonus, the bank offers a generous range of benefits.

Please reply to: Box FT/643.

St. James's Advertising & Publishing Co. Ltd.,
Hanway House, Clark's Place, London EC2N 4BJ.

Systems Accountant

Saudi Arabia
c. £13,250

The Riyadh Al-Kharj Hospital Programme was established to provide health care of the highest quality to the armed forces of Saudi Arabia. With two hospitals already established and a further substantial extension planned for 1981, effective financial management naturally forms a major part of the overall health care operation.

We now have an opportunity for an able and experienced Systems Accountant to join our well-established Finance Division and develop and maintain systems and procedures for financial accounting within the hospitals.

You'll be handling a wide variety of challenging work, from O & M quality assignments to system modifications following Internal Auditor recommendations so you will need to be skilled over the whole range of financial systems work—including staff familiarisation and training. You should be fully qualified and direct experience within a hospital or health care environment—particularly overseas—would be a definite advantage.

On a renewable contract of two years the benefits include modern, high-quality and free single or married accommodation as well as extensive recreational and welfare facilities. An educational allowance of up to SR 18,000 p.a. is payable per child for up to three children (under 18 years) who are undergoing full-time education. Air fares to and from Saudi Arabia—including leave—are free and you enjoy four weeks' vacation for every six months' service.

The quoted salary is based on SR 95,392 p.a. (7.8 Saudi Riyals = £1) and includes a gratuity of one month's salary for every 12 months' service payable on completion of contract. There are no income tax or exchange/currency regulations operating in the Kingdom.

For full details write, quoting Ref: RKM/955, to: David Campbell, Manager Personnel Services, Allied Medical Group, 18 Grosvenor Gardens, London SW1W 0DZ, or call our 24-hour answering service on 01-730 5339 (please quote reference number).

All applications will be dealt with in the strictest confidence.



**Allied Medical
Group**

Manager

New Business Products

Based: S.W. London

Five fig. salary + 2 litre car + Benefit package

Our client is part of a major multi-national Corporation with a U.K. turnover in excess of £400m.

They seek to recruit an articulate and persuasive person who has experienced an "entrepreneurial" environment to carry out feasibility studies, making proposals to the main board on new ventures and if accepted, to develop, market and launch the new business range.

Aged probably in your late 20's, early 30's, you will ideally have an MBA or business qualification and will have had experience of the data processing or communications industry, with knowledge of finance and marketing.

If you are looking for a demanding role with exceptional career prospects, contact Neil Hadfield by telephone, or in writing quoting reference 4291.



**Lloyd Chapman
Associates**

125, New Bond Street, London W1Y 0HR 01-499 7761

Financial Controller

London, W.1.

Salary c. £12,500 + car

Our client is a major Dutch publishing group with a turnover of over £280 million. The group is currently in the process of expanding internationally and has recently purchased two publishing businesses in the United Kingdom with a combined turnover of £7 million. The businesses are responsible for the marketing and publishing of various leading business and career publications. The particular U.K. operation is run as an independent company within the Dutch group.

As a Financial Controller you will assume responsibility for the division's financial affairs. Your specific task will be to establish, develop and control the manual and computer based accounting systems of the division and to recruit and train the staff. You will also be required to take responsibility for the day to day financial management of the division and to prepare draft monthly, quarterly and annual accounts for discussion with the Directors.

Applicants should be qualified Accountants aged between 28 and 40 with at least three years' management experience in an industrial or commercial environment to include involvement in the introduction of new accounting and computer systems. It is intended that you will ultimately assume the role of Financial Director, thus ambition and motivation are extremely important as is the ability to tackle all matters in a practical and confident manner.

For further information, please write, in complete confidence, submitting a Curriculum Vitae to:

Peter Childs
Pannell Kerr Forster Associates
Lee House
London Wall
London, EC2Y 5AL

**Pannell Kerr
Forster
Associates**
UNIVERSITY OF OXFORD

A LARGE MIDWEST AMERICAN BANK requires two experienced CORPORATE LENDING OFFICERS

Two Corporate Lending Officers are required to supplement the bank's expanding marketing operations in the U.K.

Applicants ideally should be aged between 27-32 and would have obtained a relevant degree, professional or post-graduate qualification. Successful applicants will be responsible for marketing the entire range of the Bank's services.

Specifically required,

- (1) An individual to join our corporate (U.K.) group. He or she should have at least two/three years corporate lending experience with an international bank in the U.K.
- (2) An individual to join our multinational (U.S.) group. He or she should have similar experience, ideally with a U.S. corporate customer base.

Written applications incorporating a curriculum vitae should be addressed to:

Box No.: A 7321 The Financial Times 10 Canon Street, EC4 4BY.

INTERNATIONAL BANKING

INTERNAL AUDIT c. £9,000 o.e.g.
An opportunity for a young banker with sound experience of international bank auditing to assist in the development of the bank's control system. A European language (preferably German) is almost essential.

FINANCIAL CONTROL/ACCOUNTING c. £7,500
A vigorously expanding international bank seeks 2 people to assist with the financial recording of day to day operations and with management information and reporting.

CREDIT ANALYSIS £7,500 - £10,000
Very active - although not a giant - U.S. bank stands first class opportunity to a young banker who has served at least 6 good apprenticeships in European credit analysis.

FOREIGN EXCHANGE to £6,000
Small but well integrated international bank needs a young banker (F/M, 21/25) with comprehensive "back-up" experience, plus supervisory potential. Another European bank also requires someone with specific experience of F/X positions.

Please telephone either Ann Costello or John Chiverton, A.I.B.

**JOHN
CHIVERTON
ASSOCIATES LTD.**

34, Southampton Row,
London, W.C.1.
01-242 5841

Bullion/Gold Coin Dealer

The London Branch of Trade Development Bank is expanding its precious metals activities, working in close conjunction with Republic National Bank of New York, in New York and Hong Kong, and with Trade Development Bank in Geneva. The right candidate will be experienced in the London Market, trading in Gold, Silver and Gold Coins, and will preferably have a working knowledge

of the U.S. Futures Markets. In return, the Bank offers outstanding career development prospects in a Group which provides an exceptionally encouraging environment for skilled dealers.

Please write in confidence to:
Mr. P. Creasy, Personnel Manager,
Trade Development Bank,
21 Aldermanbury, London EC2.

Trade Development Bank

Personnel Director

An expanding, aggressively managed Saudi bank seeks a seasoned professional to assume total responsibility for its personnel function. The incumbent will be responsible for personnel administration for 700 staff countrywide, including recruitment, training, policy development and the direct management of 30 departmental staff in three cities. The successful candidate will have a good degree plus five to ten years'

experience in personnel management or related fields. Attractive salary plus a highly competitive benefits package.

Send C.V. with salary history to:
Chief of Staff, Saudi American Bank,
P.O. Box 833, Riyadh, Saudi Arabia.
Or to: Box A7322, Financial Times,
Bracken House, 10 Cannon Street,
London EC4.

البنك السعودي الأمريكي
Saudi American Bank

International Capital Markets

The Royal Bank of Canada (London) Limited, the merchant banking subsidiary of The Royal Bank of Canada, seeks a recently qualified graduate to act as a back-up to its marketing executives. The bank provides major corporations and sovereign borrowers with alternative methods of raising fixed rate funds in the Euromarkets, and the candidate will be expected to monitor the borrowing requirements of the bank's clients, as well as track developments in the Eurobond market.

Applicants should be accurate and able to act on their own initiative. The position carries a competitive salary and the usual range of bank benefits.

Applications to:-

The Manager, Administration,
The Royal Bank of Canada (London) Limited,
107 Cheapside, London EC2V 6DT.

FIELDING, NEWSON-SMITH & CO.

BUILDING SECTOR RESEARCH

Fielding, Newson-Smith & Co. is expanding its Building Research team and has a vacancy for a specialist of exceptional ability. This position carries substantial individual responsibility and excellent prospects for personal and business success. Initial remuneration will depend on age and experience but will be very competitive because of the exacting job demand.

Applicants must possess familiarity with the industry and with financial analysis and appraisal as well as a good degree and post-graduate academic or professional qualifications. The successful candidate will probably have had some years' experience in the City or within the finance or corporate planning departments of a building company.

Applications should be sent with a curriculum vitae to:

The Managing Partner,
Fielding, Newson-Smith & Co.,
31, Gresham Street, London EC2V 7DX.

SENIOR CREDIT ANALYST

Age Mid/Late 20s

£9,000-10,000

Use your excellent balance sheet analysis background in banking as a springboard to greater responsibility and superb career prospects with a major international bank. If your experience includes formal US credit training so much the better. Fringe benefits include mortgage facility, free BUPA etc.

INTERNAL AUDITOR

Age Late 20s

c.£10,000

If you're a qualified accountant with at least 18 months' post-qualifying experience of the auditing function within banking or a related environment, our client offers a first-class career opportunity in a small but expanding European bank. Excellent range of fringe benefits includes mortgage assistance, 4 weeks holiday, free BUPA etc.

For further details of these and the many other vacancies which we are currently seeking to fill please ring Banking Personnel now for an informal chat with one of our Consultants.

BANKING PERSONNEL
41/42 London Wall London EC2 Telephone: 01-588 0781
(RECRUITMENT CONSULTANTS)

Managing Director Recruitment

c£18,000 p.a.

A person with a proven track record in the field of recruitment counselling, executive search and placement of middle range and senior personnel, particularly in the broking and financial areas is required to head a small team of consultants. The successful candidate will have some management experience, and will be offered a salary/share compensation around £18,000 p.a. Equity participation is envisaged after a successful period of service with the company.

Apply to Mr. Graham Stewart at
Commodity Appointments Ltd., 8 Egmont House,
116 Shaftesbury Ave., London W1. Tel: 01-439 1701.

01-439 1701 (212) 482 8340
London 836 6918 New York

Senior Manager

salary circa £16,000
plus car

As a result of continued growth our City office offers an opportunity for a qualified accountant to fill a newly created post with partnership potential. We offer a very attractive remuneration package and the opportunity to further develop individual ability and responsibility within one of the specialist departments of the firm.

Write in complete confidence giving details of your career to date to
Stuart Rochester, Personnel Director.

**Neville Russell
Chartered
Accountants**

30 Ardilly Lane, Bishopsgate, London E1 7LT.

HOARE GOVETT LIMITED INVESTMENT TRUSTS

require an experienced sales executive, probably in the mid-twenties, to join their established team specialising in Investment Trusts. The applicant will have had not less than three years' experience on an institutional sales desk. Previous knowledge of Investment Trusts is a definite advantage, but not essential.

Remuneration will be based initially on experience and later on performance and is negotiable.

Applications, which will be treated in confidence, should be addressed to:

The Company Secretary
HOARE GOVETT LIMITED
Heron House, 319/325 High Holborn
London WC1V 7PB

FINANCIAL TIMES SURVEY

Thursday October 23 1980

Wrexham Maelor

The borough now finds itself having to cope with the cutbacks, redundancies and short-time working common to industry elsewhere. But a willing workforce and good labour relations—plus the pleasant town of Wrexham and its surroundings—are still attracting companies, including a number of big groups from overseas.

Facing realities of the economy

By Robin Reeves
Welsh Correspondent

THIRTEEN YEARS ago, the Firestone Rubber Company arrived in Wrexham amid a blaze of publicity to build a brand-new tyre manufacturing plant. It was warmly welcomed as a major boost to employment opportunities in a community suffering from the rundown of its traditional industries, notably coalmining. The project promised eventually to provide 2,000 jobs.

Earlier this month, Firestone paid off its workforce of 800 (the number employed had in fact never exceeded 700) and closed the plant down.

The company has no complaint against Wrexham; by conventional standards, the plant has been a success. But the economic realities of Britain in 1980 dictate that Firestone's UK market needs are best supplied in future from France and Italy.

Wrexham Maelor, like many

other parts of Wales and the rest of the UK, has suddenly found itself thrust, through no fault of its own in the front line of the Government's radical economic strategy and it is not enjoying the experience. Cutbacks, redundancies and short-time working are now hitting enterprises which, until a few months ago, appeared safe from the ravages of a recession: modern companies—

which Wrexham Maelor assumed would provide stable employment for the foreseeable future. The Borough of Wrexham Maelor is a product of the 1974 re-organisation of local government which brought together Wrexham Rural District Council and Maelor Rural District Council to create the second-tier local government unit in the Welsh county of Clwyd. But, unlike some of the results of re-organisation, Wrexham Maelor does reflect a long-standing communal reality.

Wrexham town, with a population of about 40,000, has long been the natural focus of the surrounding hinterland and even further afield. It is the largest town and, effectively, the administrative capital of North Wales. Its famous sons include Judge Jeffreys and Elton John, the benefactor of Yale University, Connecticut—a replica of Wrexham's majestic parish church steeple, one of the seven wonders of Wales, has been built on the university campus.

Wrexham Football Club's successes since it was promoted to the Second Division three seasons ago have spread the town's

name across Europe. There is an excellent new stand at the Old Racecourse ground, where the crowd's enthusiasm makes the games an enjoyable experience. Wrexham is also the headquarters of the Football Association of Wales.

Within the town's immediate vicinity is a patchwork of industrial villages with intriguing Welsh names like Rhosllanerchrugog, Coed Poeth (literally translated it means Hot Wood) and Cefn-y-bedd. "Rhos" is known as the biggest village in Wales. With a population of nearly 10,000, strongly Welsh-speaking, it has contributed many distinguished people to Welsh educational and cultural life and still boasts two male voice choirs with international reputations.

Precision

Industry and economic change are nothing new to Wrexham Maelor. Iron pipes and cylinders cast at Bersham, a couple of miles from Wrexham, were internationally known in the second half of the 19th century. John Wilkinson, the owner of Bersham Foundry, was an associate of James Watt, who built the steam engine and the product precision he achieved is credited with having made possible the development of the first steam locomotive.

As early as 1783, Wilkinson established a smelting works at Brymbo, a few miles to the west of Wrexham. Today it is the site of GKN's modern Brymbo steelworks, which has become another casualty of the recession.

CONTENTS

Industry: more big groups arrive	II
Labour: employers can choose	III
Profiles:	
Concrete Masonry Group—the right formula	III
Lego UK—a decision to stay	III



It has just announced a cut of 350 in its workforce and, earlier this year, 250 jobs were cut.

However, it is a measure of Brymbo's value and the skills of the local workers that GKN chose to buy back the steelworks from the British Steel

Corporation a few years after it had been incorporated into the nationalised sector. The company has since invested £48m to install a new finishing mill, opened earlier this year. The plant manufactures low and medium alloy and special carbon steel billets for the auto-

motive and engineering industries.

Brymbo and the other industrial villages to the west of Wrexham town grew up in the 19th century to exploit the lead and zinc, ironstone and limestone, and coal seams found in the western hillslopes. The coming of the railways further fuelled the area's growth. In Wrexham itself, brewing and tanning established themselves as important industries. Lager was first brewed in Britain at Allied Breweries' Wrexham site and is still strongly associated with the town.

But, given the predominantly extractive industrial base, the area inevitably suffered badly from unemployment during the Depression. Immediately after the 1939-45 war, a determined start was made towards diversifying the local economy.

Spacious

In 1946, the Welab Development Agency's predecessor, the Welsh Industrial Estates Corporation, took over the spacious site of a Royal Ordnance factory on requisitioned land to the east of the town and converted it into the Wrexham Industrial Estate. Johnson and Johnson (now British Tissues) was the first company to move in, followed by British Celanese, the Courtaulds' subsidiary. This in turn attracted subsidiary textile enterprises and LEGO (UK).

The decline of coal and other extractive industries in the 1950s and 1960s accelerated the need for new industry. More than 5,000 mining jobs dis-

appeared as pits were run down and closed. Today the Borough contains only one colliery, Bersham, employing 600 men.

But the local government of the day moved quickly to attract new employment opportunities by converting disused colliery sites and buildings for light industrial use. The area recognised, before many other parts of the country, that, given a positive approach, new industry could be attracted in from outside. Monsanto which has had a plant at Ruabon, in the south of the Borough, since 1921, was the first overseas-owned company to come to Wales.

Armed with the vigorous Regional Development policy developed by the Government in the 1960s and 1970s, the area achieved conspicuous success in attracting major new investment projects to replace the jobs being lost in its traditional industries. British Insulated Cables (BICC), ITT, Dunlop, Rubery Owen and Metal Box, as well as Firestone, were among a wave of well-known companies which were persuaded to invest in large manufacturing facilities in the Borough.

A very active approach towards attracting new industrial investment has been maintained by the new Wrexham Maelor administration and the influx has continued, in spite of the more difficult economic climate since 1974. Recent investments, which any local authority would be proud to secure, include major new plants for Kellogg's (UK), the

breakfast cereal manufacturer, fibreglass, the Pilkington's subsidiary, Tetrapak Rausing, the Swedish packaging group, the Chicago-based Continental Can Company (UK), and Hoya Lens, the first Japanese owned company to establish itself in North Wales.

The trouble is that the optimism generated by these important new arrivals and other smaller ventures, is being more than offset by the job losses in established enterprises. The rundown of iron and steel-making at BSC's Shotton steelworks provided the first major shock.

Rundown

Shotton is in the neighbouring borough of Alyn and Deeside and about 1,000 of the more than 7,000 who lost the jobs in the rundown earlier this year, live in the Wrexham Maelor area. Since then, there has been a depressing string of announcements of redundancies, short-time working and closures. Unemployment in the borough is up from still disturbingly high 11 per cent year ago to 15.3 per cent at still climbing.

A sign of the times is that ERF, the commercial vehicle manufacturer based at Sandbach, across the English border in Cheshire, is postponing a £10m expansion project at Wrexham which will create 450 jobs in the assembly of a lighter range of trucks, until the outlook becomes more favourable.

CONTINUED ON
NEXT PAGE

Continental expands in Wrexham

The Continental Group Inc., the world's largest packaging corporation, has grown by strategic investment in carefully selected areas.

When entering the U.K. market, Continental, after a comprehensive research programme, chose Wrexham for its first U.K. manufacturing site.

We made the right decision.

In a short period the contributions of the community, the trade union and our employees have made us proud to be associated with Wrexham. So much so that we have just announced an expansion of our Wrexham Plant.

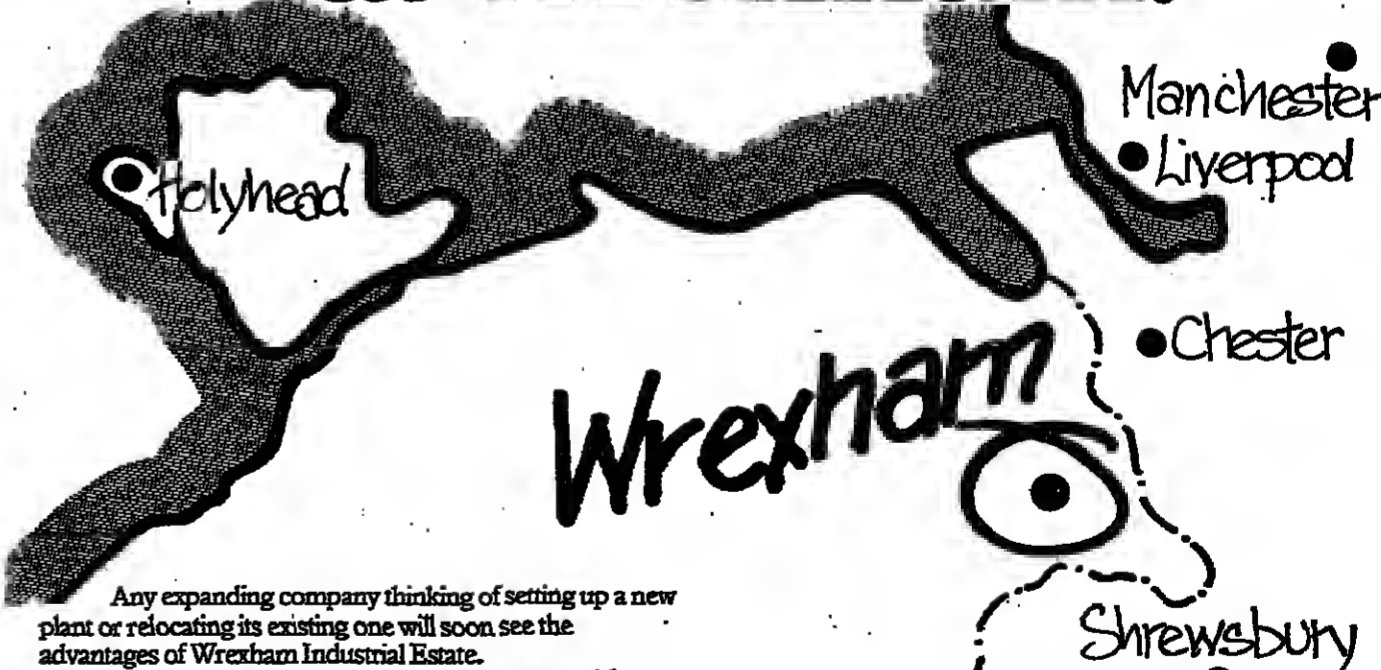
Continental Can Company has confidence in Wrexham. We will be pleased to tell our story to prospective investors.



A MEMBER OF THE CONTINENTAL GROUP, INC.

Continental Can Company (UK) Ltd
Bridge Road
Wrexham
Clwyd
Tel: 0978-61401

Every company with an eye to the future would do well to take a close look at Wrexham.



Any expanding company thinking of setting up a new plant or relocating its existing one will soon see the advantages of Wrexham Industrial Estate.

A factory to suit your needs could be reserved for you now, ranging from 1,500 sq.ft. to 25,000 sq.ft.

Communications are good with connections to the motorway network. Manchester Airport, for instance, is just an hour away by car.

Wrexham Maelor is a Special Development Area and maximum Government incentives are therefore available. Small wonder that so many companies have already moved into the estate.

Hoya Lens UK Ltd, for example, has just opened its new plant there. Making it the first Japanese manufacturer to set up in North Wales.

Continental Can, the major American container manufacturer, has recently invested in a massive new plant that is now in production.

And, within the past year, both G-Plan and JCB have expanded their business and taken over new factories.

Post the coupon now and we'll send you information on factory and site availability on the Wrexham Industrial Estate.

If you have an eye to the future, it's certainly worth taking a close look at it.

To: Welsh Development Agency, Wrexham Industrial Estate,
Wrexham, Clwyd LL13 9UR. Telephone: Wrexham (0978) 61621.
Telex: 61527.

Please send me information on Wrexham Industrial Estate.

Name _____ Position _____

Company _____

Address _____

Tel: _____

Wales **NOW**
Welsh Development Agency

For the time of your life

Plas Madoc

Leisure Centre

Come and enjoy big name concerts and dance to top bands at Plas Madoc. Relax in the sauna suite or pick up a golden tan in the leisure pool/solarium complex.

Eat well at the Plas Madoc cafeteria/restaurant or enjoy one of our Caribbean evenings or disco nights in the spacious lounge bars.

Learn to play squash, badminton, table tennis, volleyball, basketball, netball... and join in the tournaments. Try our new Ergo Gym for real fitness.

And by all means, bring the kids... we've special clubs for them too!

Plas Madoc Leisure Centre, Acrefair, Wrexham. Telephone Wrexham 821600

KAYE GOODFELLOW

operates 200,000 sq. ft. of the most modern Atcost-framed insulated warehousing on the Wrexham Industrial Estate. Telephone 0978 61755 Telex 61451

ATCOST
THE ATCOST GROUP
01-493 0802

In the last 3 years, over 200 companies have chosen to invest in Clwyd, North East Wales. Why?

FACT From conception to completion our Development Team will help you to cut through red tape.
FACT We have Special Development Area status - try matching our financial incentives elsewhere.
FACT All the labour you need is here and the work force has an outstanding industrial relations record.
FACT Freight by road, rail, sea or air? Clwyd's national and international links are excellent.
FACT Sites and premises for lease or purchase - Clwyd offers some of the best in Europe. From

steel to electronics, large or small, we can accommodate you.
FACT Key personnel often live with their work - bring them to Clwyd. It is beautiful.
Take action now to get the full facts and our colour brochure by contacting Wayne S. Morgan, County Industrial Officer, Clwyd County Council, Shire Hall, Mold, Clwyd, North Wales, UK. Tel: Mold (0352) 2121. Telex: 61454.

Let the facts speak for themselves
CLWYD

Building a big business

In 1973 the foundations were laid for the group that was to become the biggest manufacturer of concrete blocks, bricks and paving slabs in North Wales and, indeed, the whole of the North West of England.

C.M.G. - Concrete Masonry Group - has grown at an incredible rate. Seven years ago the turnover was £24 million. Then Gwaith Brics at Trefor was added.

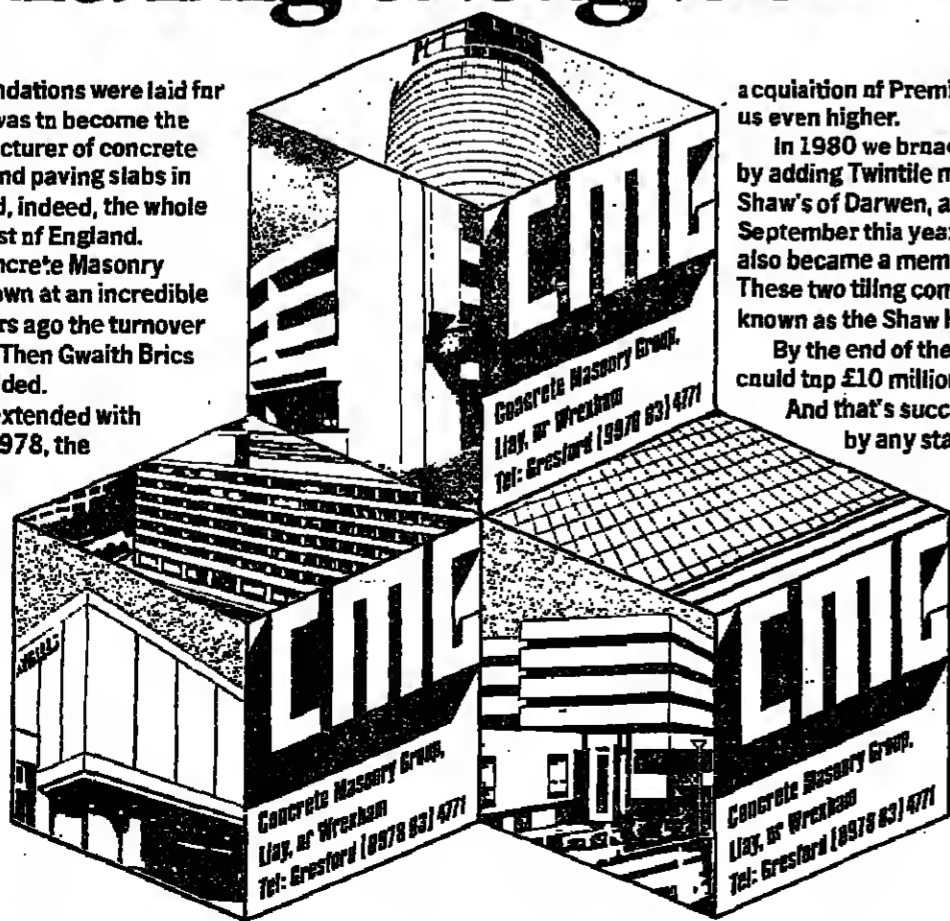
In 1977 we extended with Dart Bricks. In 1978, the

acquisition of Premier Stone pushed us even higher.

In 1980 we broadened our structure by adding Twintile manufacturers, Shaw's of Darwen, and as recently as September this year Hereford Tiles also became a member of the Group. These two tiling companies will be known as the Shaw Hereford Tile Group.

By the end of the year, turnover could top £10 million.

And that's successful building by any standards.



WREXHAM MAELOR II

More international groups arrive

A FEW miles east of Wrexham on the Wrexham Industrial Estate the Japanese lens manufacturer, Hoya, opened its new British plant earlier this month - the latest in a growing list of Japanese companies in Wales but the first to settle in the northern part of the Principality.

Also this year on the same estate the world's biggest packaging company, Continental Can of the U.S., with annual sales of more than \$50m, has begun its assault on the UK beverage can market. Continental is spending about £25m (including working capital) at Wrexham where it is occupying 136,000 sq ft of floor space and will be employing 200.

Another major packaging group, Tetrapak of Sweden, has also started supplying the British market with its containers for milk and other liquids from a new plant in the town. Over 25 years ago the company developed a system for packaging milk in sealable waxed board containers and now supplies more than 26bn a year to markets around the world.

Other big events in Wrexham's calendar over the past year include the spending by GKN, the engineering group, of more than £50m on new steel-making facilities at its Brymbo special steels plant, enabling it to offer a higher quality product to customers in the vehicle, general engineering, mining and offshore oil industries.

Wrexham, in short, has again this year seen significant industrial investment, and has once again added to the impressive list of important international groups it houses. Indeed there are no doubt many bigger towns which at a time when very few footloose companies are to be found would have been happy with just a few of the big names Wrexham has landed over recent years.

Three years ago Kellogg Company of Great Britain moved a major part of its cereal-making to Wrexham because of the difficulties in expanding further at its Manchester base. Another major American group, Kaiser Aluminum, is also investing in a fertilizer plant in the town, an earlier arrival in the 1970s have been E. Gomme, the G-Plan furniture makers, BICC, the cable manufacturers, and Dunlop, which has put up a rubber and plastics factory. The Courtaulds group too has a strong presence in the area, mainly through its British Celanese subsidiary.

Decline

But although Wrexham has shown itself able to attract a wide range of new manufacturing investment and has had no difficulty in absorbing the new arrivals, its success has to be measured against the size of the problem the town faces as a result of the decline of older industries and the massive unemployment their demise has left.

Wrexham's industrial past was based on the wealth of mineral deposits to its west - coal, ironstone, lead, zinc, silicon and limestone - which helped to establish it as an early mining, iron-making and brick-making centre.

Wrexham itself has an even older history as a market town serving the rich agricultural areas to its east, and had earlier developed strong leather and brewing industries.

The post-war years, however, have seen a rapid decline in the area's traditional base, in particular its mining activities. Employment in extractive industries in the district has shrunk from 7,000 in 1961 to itself a sharp drop on earlier years - to around only 1,000, and the area now contains only one colliery.

There have been substantial reductions too in the numbers employed in other traditional industries. New building methods and materials, for example, have hit the once large

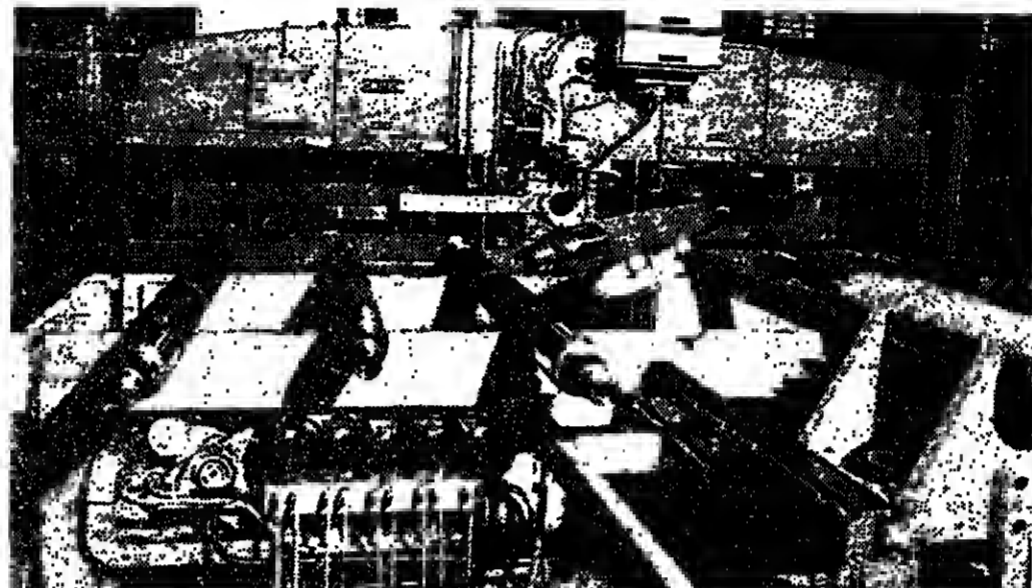
tile and brickmaking activities of the area, though a number of building materials groups, such as Dennis Ruabon and Concrete Masonry, remain.

Wrexham has more recently been badly hit by the decline in the UK steel industry. Though the Brymbo works has been given new life as part of the GKN group (which purchased it back from the British Steel Corporation) its labour force has been cut back substantially, and recession-hit markets have resulted in output being greatly reduced. Much more serious for Wrexham has been the closure of the BSC's Shotton works on Deeside. About 7,000 jobs were lost, roughly 10 per cent of which were held by men from the Wrexham area. The effect of this and other closures has been to take male unemployment in the town to nearly one in five.

The recession has also taken its toll of new companies that have moved into Wrexham to

of its 800-strong labour force. Nevertheless, although the contribution individual companies can make to reducing unemployment has been less than had been hoped, Wrexham does have a number of assets which it hopes will enable it to continue to attract new industry. Even before local government reorganisation in 1974 the former Wrexham District Council had undertaken an extensive programme of clearance at old collieries, brickworks and other derelict sites. This policy has been actively carried on by the new authority, Wrexham Maelor, which has responsibility for the town and surrounding areas.

Some of the bigger projects attracted since the war have gone to a huge industrial estate developed by the Welsh Industrial Estates Corporation and its successor, the Welsh Development Agency, on a former munitions factory site. A number of small estates, mainly



Wrexham offers industrialists a useful base. Above: Concrete Masonry Group's plant at Llay; and (below) truck axle beams being produced on automatic machinery at Rubery Owen-Rockwell's plant, also of Llay

Wrexham makes the best glass fibre - it's called Fibreglass.

It's the years of Development and the production skills that go into Fibreglass that makes us THE name in glass fibre. That's why Fibreglass reinforcements are used in a multitude of applications by the majority of industries.

Fibreglass

For full details of the comprehensive Fibreglass range, contact Fibreglass Limited, Reinforcements Division, Bryn Lane, Wrexham. Telephone 0978 61151.

FINANCIAL TIMES SURVEYS

REGIONAL SURVEYS

The Financial Times proposes to publish the following Regional Surveys. For further details and advertising rates please contact:

Birmingham and West Midlands—November 26 1980

Paul Jeffers
Financial Times
George House
George Road
Edgbaston
Birmingham B15 1PG
Tel: 021-454 0922
Telex: 338650

Scotland—December 10 1980

Kenneth Swain
Financial Times
37 George Street
Edinburgh EH2 2HN
Tel: 031-226 4139
Telex: 72484

Cumbria—January 20 1981

Brian Heron
Financial Times
Queen's House
Queen Street
Manchester M2 5HT
Tel: 061-834 9381
Telex: 666313

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

The contents, size and publication dates of Surveys in the Financial Times are subject to change at the discretion of the Editor.

Realities

CONTINUED FROM PREVIOUS PAGE

In the circumstances, Wrexham Maelor could be forgiven for being depressed, even despondent. But while local authority leaders are deeply concerned at the current situation, they see grounds for longer-term optimism, given an improvement in the overall economic climate.

Among their reasons are the fact that Wrexham Maelor has amply demonstrated its ability to compete successfully for first division industrial expansion projects from both home and abroad. Given an upturn, it has the sites and factories available for potential investors to move into quickly and plans for further improvements in road communications, linking the area more closely to Britain's motorway network, are well advanced.

Again, under the regional policy changes announced by the present Government, Wrexham was upgraded to Special Development Area status, because of its high unemployment level, giving the Borough a significant edge in the provision of financial incentives.

Another cause for cautious optimism is that inquiries by potential incomers are continuing, despite the intensity of the squeeze. Specialist companies in sectors such as

plastics, engineering services and electronics are evidently still getting more orders than they can cope with, using their existing capacity.

There is also surprising buoyancy in the commercial sector. As a shopping centre it has something of a boom atmosphere and is more than holding its own against Chester, only half-an-hour's drive away. Cynics are suggesting it reflects the large amount of redundancy money being paid at the moment, but a good deal of private redevelopment of commercial property is taking place and the town is continuing to attract the best-known High Street names in the retail trade.

Finally, there are the testimonials of the many companies which have settled in Wrexham over the past two decades and which are delighted with the experience. Wrexham Maelor recognises that denting the present level of unemployment is going to be no easy task. The Borough's experience shows that jobs which disappear overnight take years to replace, even under the most favourable circumstances, and it is in places like Wrexham Maelor that the success or failure of the Government's radical economic strategy must ultimately be judged.

Rhys David

WREXHAM MAELOR III

The town has a persistently high level of unemployment which has created a large reservoir of available labour. A willingness to accept a single union per plant, under a Wales TUC agreement, is improving negotiations on wages, conditions and disputes. There are plenty of opportunities for training and retraining but there is heavy demand for the courses.

Industrialists confident in abilities of workforce

ANY NEW industrial or commercial venture establishing in Wrexham these days has no difficulty in finding the right personnel because of the high level of unemployment. Over the past year it has risen from under 12 per cent to 15.2 per cent, or more than 6,000 at the last count and is still rising.

According to the Manpower Services Commission's Wrexham Job Centre, the actual reservoir of available labour is certainly higher, for the reason that many women who have lost their jobs in the area's recent spate of redundancies are not bothering to register. The number of men unemployed totals 4,160 or 18.9 per cent.

On top of this, unutilised vacancies on the Job Centre's books amount to only 100, compared with about 400 this time last year. So the centre is currently able to supply practically all the skills an incoming employer might require; the exception would be one or two highly specialised engineering skills.

Despite Wrexham Maelor's persistently high unemployment level since the rundown of its traditional industrial base began in the early 1960s, the age structure of the population remains well-balanced. Of a total population of 107,000, more than 10,000 of those economically active were under 25, and more than 35,000 were aged between 25 and 65.

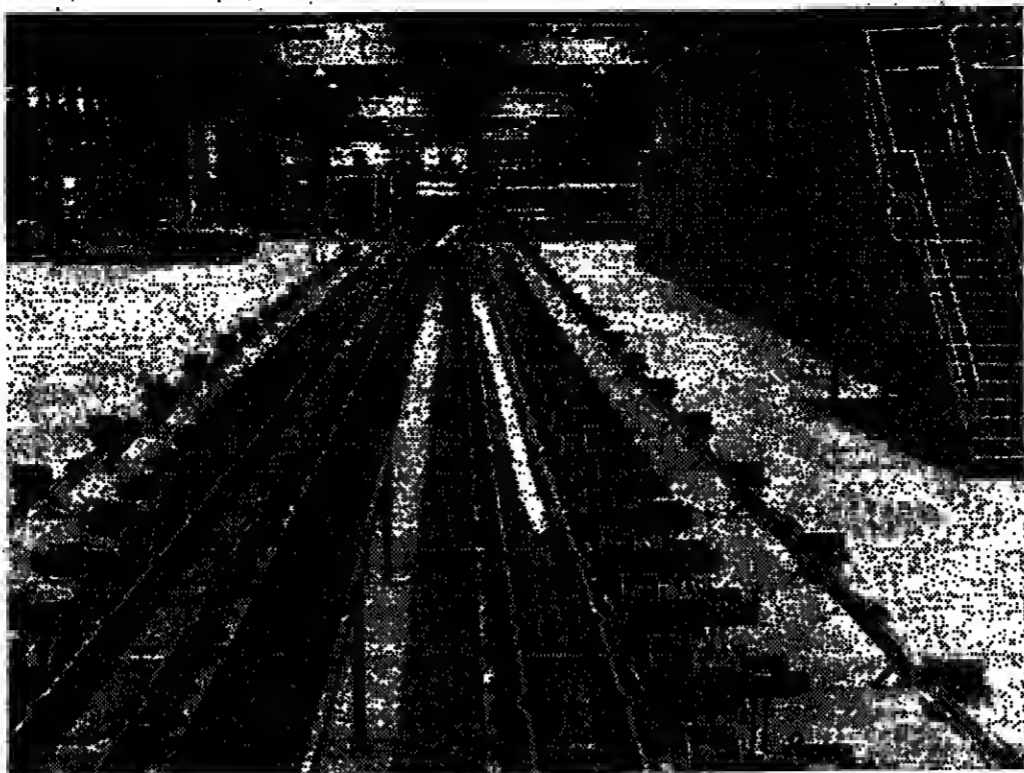
About 40 per cent of the working population is occupied in manufacturing, which is well above the national average. Wrexham Maelor is well endowed with education and training facilities. The borough has its own MSC skill centre, with places for 280 trainees at a time, which offers a wide range of courses in the engineering, construction and mechanical trades.

It is another measure of the current economic climate that the available places for the majority of courses have been filled and there is a lengthy waiting list. One reason is that a significant number of ex-Shotton steelworkers have been using the breathing space provided by the British Steel Corporation's generous redundancy payments either to acquire marketable skills or broaden the skills they practised at Shotton. For example, some of the fitters from the works are training at the skill centre as toolmakers.

Advice

Trainees sponsored by their employers can be trained at the centre in company training plans. And companies with their own training schemes can be given free professional advice by mobile instructors on their own premises.

In addition, there is a wide range of courses available at institutions of higher education in the area. Astor Technical College, Cartreffe College and Wrexham School of Art—all come under the North East Wales Institute—offer courses ranging from catering, bakery



A hot steel billet travels from the mill to be cut to length, at Brymbo Steel Works. The new, computer-controlled £50m finishing plant, opened in June, has boosted Brymbo's annual rolling capacity from 425,000 to 600,000 tonnes

and commerce to management studies, printing and art and design.

When it comes to labour relations, the number of international companies which have chosen to open plants in Wrexham Maelor is a better advertisement than most of the borough's good record. Given Britain's image abroad in this respect, this is something to which most overseas companies attach the highest priority.

One of the most recent arrivals, the Chicago-based Continental Can Co., examined the area's strike record very carefully before opting to establish its first UK manufacturing base at Wrexham, and found it to be highly satisfactory.

According to the local official of the Transport and General Workers' Union, there have been fewer than 12 disputes of more than a week's duration in the past ten years.

Another important plus in attracting new industry to Wrexham Maelor is the willingness of local trade union officials, under a Wales TUC agreement, to accept a single union per plant. The more satisfactory relationship this brings to negotiations on wages and conditions and the sorting out of disputes has enabled local council officials, on more than one occasion, to beat competition from rival areas of the country for particular manufacturing ventures.

Equally, new or expanding companies have little difficulty in persuading management and key workers to move to the area and stay. Housing is competitively priced, even cheap, compared with many other parts of Britain, and there is a wide variety of homes to choose from. And the very pleasant atmosphere of the town, with its excellent shopping and leisure amenities—plus some of Wales's finest scenery right on the doorstep—provide further attractions.

Robin Reeves

Staying put—in a new HQ

WALES has long suffered the branch factory syndrome. No matter how successful it is in attracting new manufacturing enterprises, headquarters and senior management tend to remain elsewhere. Lego UK, however, has just decided to buck the trend by building its new £125m marketing headquarters in Wrexham. This was after a detailed investigation which showed that there was nothing inevitable about having to locate a marketing organisation in the Midlands or South-East England.

COMPANY PROFILE



Lego first became established in Wrexham because of a manufacturing licensing agreement between the Danish parent company and Courtaulds' British Celanese subsidiary on the Wrexham Industrial Estate. In 1977 Courtaulds' licence expired and Lego chose not to renew it but to transfer manufacturing to its Danish and Swiss factories, retaining only a marketing organisation in the UK.

With no strong reason for staying in Wrexham, the company's initial reaction was to move south. It was on the point of packing its bags to move to Northampton when Wrexham Maelor Council stepped in with the offer of a prestige site on the outskirts of the town, close

to the bypass and with fine views of the surrounding hills.

On detailed investigation Lego found that the slightly higher distribution costs of staying in Wrexham were more than offset by the higher rent, rates and wages it would need to pay in the Midlands. Wages might be nominally the same but in practice it would have to pay over the odds to secure staff of the calibre and loyalty it had enjoyed in Wrexham. So the company decided to stay.

Lego these days is one of the shining stars of the toy business. Over the past five years its volume of sales in the UK has increased by 50 per cent. This year it is expecting a further 10 to 15 per cent boost in a market which is at best static.

The company's remarkable world-wide success clearly stems from the speed with which it has adapted the basic Lego building brick concept to current trends. An average of 40 new products a year have been launched in the UK in each of the last five years. The Legoland Space range, for example, which won the Toy of the Year award last year, is currently accounting for 15 per cent of turnover and the UK organisation is confident it could sell a further 15 per cent if supplies were available.

Not only does Lego's performance—as compared with the mixed fortunes of so many other toy companies at the present time—make its decision to stay all the more welcome. It has also provided Wrexham Maelor with hard ammunition to secure more than outlying manufacturing units.

R.R.

Success from failure

THE RECESSION is producing an alarming number of bankruptcies. But one Wrexham privately owned company has been vividly demonstrating over the past ten years that ailing companies are far from being beyond redemption given faith and good management. Concrete Masonry Group (CMG) of Llay, near Wrexham, began as a rescue purchase by its present chairman, Mr. Tudor Evans, and has since built up into a profitable diversified business with a turnover of £7m—entirely through the acquisition of companies which were in difficulties or receivership.

It was early in 1971 that Mr. Evans decided the time had come to leave the world of stockbroking in Manchester and London and go into business on his own account—armed only with a degree and an accountancy qualification. He admits he did not know the first thing about concrete. Nevertheless, he decided to sink a £75,000 inheritance into Concrete Masonry, then in the hands of the receiver after losing £50,000 on a turnover of £100,000. "Looking back, it was a mad thing to do," he says. But he was able to pick up the shares for one old penny each and arrange a cheap settlement with the unsecured creditors.

The venture got off to a shaky start. Concrete Masonry continued to lose money for the first few months, but then Mr. Evans got together with Mr. Roy Johnson, who has been his business partner ever since. Mr. Johnson did know something about concrete, having been managing director of Concrete Masonry under the previous owner before leaving for another local company, Dee Stone, which was by this stage itself running into difficulties. Mr. Evans agreed to bail out Dee Stone on condition that the company and Mr. Johnson joined forces with him. This was the Concrete Masonry Group born.

arranged to rent the site and buy the brick presses. Not only did the group keep the existing customers; it also made some money from this operation in the first few months.

Seen by hindsight, the turnaround in CMG's main business was achieved relatively simply. It switched from producing a relatively expensive lightweight concrete block to a cheaper clinker-based block for housing and also began working two shifts so as to step up capital utilisation. This more quickly put the company on the road to profitability, though

COMPANY PROFILE



Mr. Evans stresses that the timing was fortunate. It coincided with the strong expansionist policy being pursued by the Heath Government. With booming demand from the building industry, the group notched up a profit of over £100,000 in 1972 and 1973. This in turn provided an important cushion during a "horrible slump" in 1974 and 1975 when CMG barely made a profit.

In 1976, however, CMG's fortunes recovered strongly, thanks to the introduction of new thermal insulation building standards. The company was ready with a new three-slot concrete block of its own design ahead of many of its competitors; sales soared. It even tried to take out a patent but it proved impossible to make the design specification tight enough to prevent near-copies. The next phase in the group's expansion began in 1978. With turnover up to the £2m mark an offer was made and accepted for another ailing brick company—Dart Brick—near Wrexham. But the big jump came at the end of the year when

CMG seized the opportunity to double its size by purchasing Premier Stone of Chester.

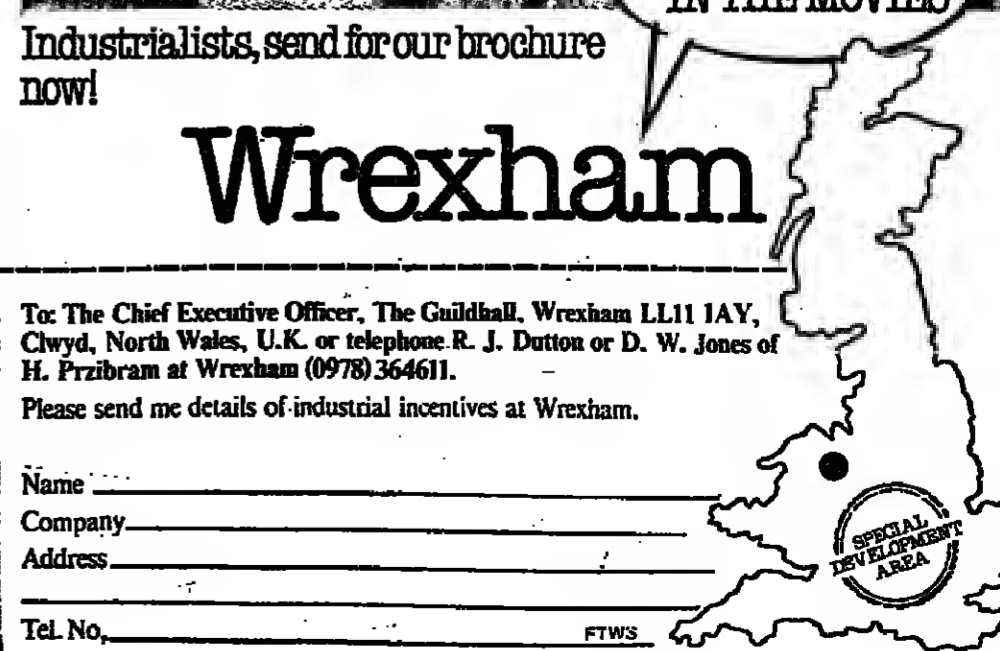
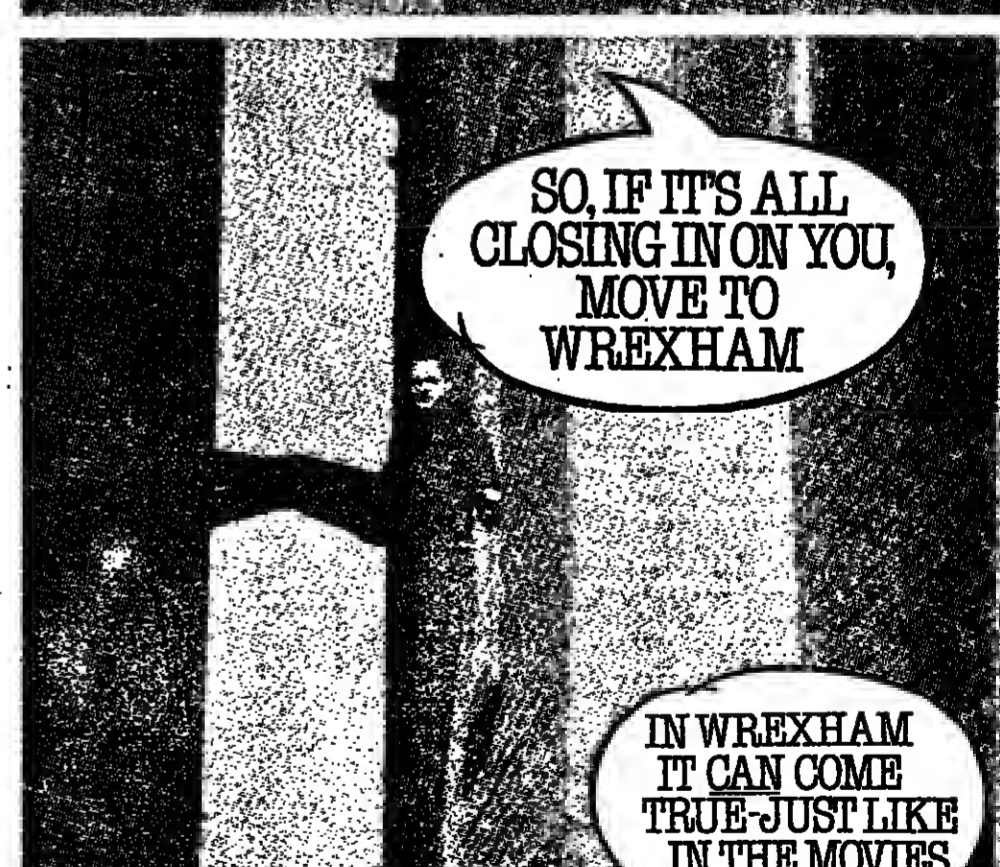
Founded in 1905, Premier was well known as a manufacturer of pre-cast concrete kerbs and slabs but in recent years had been losing traditional markets. Thanks to a good period of sales, CMG was able to beat a Charterhouse Group subsidiary with a cash offer on the table demanded by Premier. The result was a boost in the company's 1979 turnover and profits to £5m and £420,000 respectively.

The Premier purchase also resulted in the group expanding its field of activities into the north-west of England. Within a year it was again in the acquisition market, purchasing a 30-acre site at St. Helens, Lancashire, which had just been closed down by an Australian company making concrete pipes. CMG picked up the site for £250,000 payable over a period, along with three factories and some first-class concrete-making equipment. Premier St. Helens is now being moved on to the site from another part of the town and it will be developed as a major works.

This year the group has made its first move away from pre-cast concrete and diversified into another, but very different, branch of the building industry—ceramic tiles. It has purchased, again from the receiver, Shaws of Darwen, near Blackburn—a name well known in the trade for its specialist frost-resistant tile—and also Hereford Tile Company, which produces a general tile range and was threatened with closure.

Mr. Evans recognises that the group is now entering a different phase. The pre-cast concrete and bricks business is governed largely by transport costs and therefore is immune from competitive imports. Ceramic tiles, on the other hand, while they are an expanding market in the UK, face stiff overseas competition, notably from Italy. But if CMG's record to date is anything to go by, home-produced ceramic tiles are poised to make a significant comeback in their own market.

R.R.



Industrialists, send for our brochure now!

Wrexham

To: The Chief Executive Officer, The Guildhall, Wrexham LL11 1AY, Clwyd, North Wales, U.K. or telephone R. J. Dutton or D. W. Jones or H. Frizbram at Wrexham (0978) 364611.

Please send me details of industrial incentives at Wrexham.

Name _____

Company _____

Address _____

Tel. No. _____

FTWS



Athrofa Gogledd-dd Cymru
The North E Wales Institute
of higher education

TWO YEAR DIPLOMA COURSES &
TWO YEAR HIGHER DIPLOMA COURSES IN:
Audio Visual | Graphic Design
Fashion | Ceramics & Glass
Fine Art | Jewellery/
Illustration | Silversmithing

TWO YEAR DIPLOMA COURSES IN
General Art & Design
One year foundation

The college also offers part-time community art classes
For details contact: Mrs. W. Thomas, College of Art,
Regent Street, Wrexham Tel: Wrexham 56601 Ext. 236

DENNIS RUA BON

Manufacturers of the world-famous
Heatherbrown
Welsh Quarry Tiles

Dennis Ruabon Limited,
Hafof Tileries, Ruabon, Wrexham, Tel: 842283

British Celanese Ltd. have available
FOR SALE OR TO RENT
a number of buildings of various sizes on the
WREXHAM INDUSTRIAL ESTATE
from 2,000 sq. ft. upwards. Suitable for small business.

For further details please contact:
Estates Dept., Courtaulds Ltd 1 Portland St. Manchester M60 3AP
Telephone: 061-236 8465

COURTAULDS

FLEXAULIC

A COMPLETE RANGE OF PRODUCTS AND SERVICES
★ Hose assemblies — from high pressure to vacuum, including
pneumatic and steam.
★ Design, manufacture and installation of complete hydraulic
systems.
★ Hydraulic cylinders — standard and special
★ Repair and refurbishment of complete range of hydraulic and
pneumatic equipment.

Please contact:
FLEXAULIC (N.W.) LIMITED
The Industrial Estate, Wrexham, Clwyd LL13 9PN.
Tel: (0978) 61513/4

Backwoodsmen at the CBI

BY ANATOLE KALETSKY

ONE of the few advantages of government policies which appear to be aimed at the destruction of large parts of Britain's manufacturing industry is that they can create a sense of solidarity between workers and employers as they are both forced to confront the common enemy in Westminster.

The fears about Government macroeconomic policy which industrialists and workers share do seem to be leading to the recognition of new tracts of common ground on other economic and political issues. Indeed it could even be argued that this is one of the Government's deliberate aims in imposing its austere policies on the nation. The acceptance by trade unionists that there is a greater community of interests between industrial workers and their bosses than between, say, car workers and their comrades in local government, is an example of the "economic realism" which the Government is trying to instill.

One possible consequence of the increasing identification between workers and their employers is that it may become easier for the Government to "divide and rule" in its relations with the trade union movement. Another may be an abatement in those firms which are facing serious financial trouble. But the far more important fruits that should have been growing in Mrs. Thatcher's "autumn of understanding" — namely, a new appreciation of the benefits of co-operation between workers and management at all levels of industry — these fruits seem to be rotting.

The council of the Confederation of British Industry has decided to throw out the joint agreement on new technology which had been painstakingly drawn up by its own secretariat, in conjunction with the Trades Union Congress, in the first major co-operative venture to have emerged for seven years from these two normally adversary organisations. In doing this the CBI's backwoodsmen were not only overturning the recommendations of CBI leaders, but also ignoring discreet encouragement from the Government.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

The second, even deeper fear which prevails in Britain is that of centralisation. What really seems to annoy many CBI members is the idea of CBI and TUC bureaucrats making agreements over their heads. Of course, it is at the plant level that agreements between workers and management are most important and, of course, are most likely to be dictated by individual circumstances. But this does not mean that central leadership and guidance is irrelevant or counter-productive. It is the uniquely Anglo-Saxon inability to see the distinction between co-operation and centralisation or between guidance and dictatorship which accounts for many of the failures of British and American firms to compete against the closely co-ordinated industries on the Continent and Japan.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

The council of the Confederation of British Industry has decided to throw out the joint agreement on new technology which had been painstakingly drawn up by its own secretariat, in conjunction with the Trades Union Congress, in the first major co-operative venture to have emerged for seven years from these two normally adversary organisations. In doing this the CBI's backwoodsmen were not only overturning the recommendations of CBI leaders, but also ignoring discreet encouragement from the Government.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

There are two more fundamental objections to an agreement of any kind. The first is the British businessman's terror of anything which smacks of industrial democracy or appears to circumscribe "the fact that the right to manage." The fact that in reality, British managers' ability to organise production is far more limited by restrictive rules than that of their counterparts in Japan or on the Continent, where consultation and co-operation with the work force is the rule rather than the exception, has never cut any ice with many British managers. Few are prepared to make the imaginative leap to a system where the relationship between managers and workers is justified by the need for a rational division of labour, rather than by the prerogatives of share ownership.

Unraveling 'equitable estoppel'

THE OPINION is fairly widespread that judges first arrive at a decision, and only then look for suitable precedents to justify it. Some say that this is a cynical view to take, but it is not really. It means only that judges look beyond the legal technicalities of the case, and come to conclusions which they think to be fair and practical. Unfortunately, parties in dispute, and even their lawyers, often take a great fancy to the technicalities and rigid rules, if in their favour, and much unnecessary litigation is the result.

"Equitable estoppel" is one such technicality which makes a layman speechless. Using the old French for modern "stop" does the trick. The meaning is quite simple: a person is stopped from basing his case on the true state of affairs after he has observed how the other party has acted under a misapprehension and then said nothing to clear up the error. For example, if you observe your neighbour building a garden wall on your side of the boundary and do not warn him, you will not be able later to claim the wall is your property. This simple principle was invoked in two recent Commercial Court cases, unsuccessfully in the first and successfully in the other.

The first case* concerned a cargo of Volvo tractors shipped from Sweden to Hodeidah in Yemen. On its arrival in Hodeidah in November 1978, the vessel could not unload as the port was congested, and so was to other ports to discharge the cargo. In the meantime, the charterers of the ship became insolvent, and in February 1977 the owners agreed with the consignees that they would make another call on Hodeidah for the payment of an additional fee of \$31,000.

The cargo was delivered, but the consignees refused to pay, arguing that they received nothing in return for their promise to pay the additional sum: they already had a right to have their goods delivered under the original pre-paid Bills of Lading. As there was no "consideration" — the sacred cow of the English law of contract — there was no contract, and should someone think that there was a contract, they basteded to add, it was voidable because the promise to pay had been made under duress.

The dispute came before an arbitrator, who held that there had been no duress, but accepted that the promise to pay an additional \$31,000 was vitiated by a lack of consideration, because it saved no additional benefit to the consignees. However, the arbitrator concluded that the owners acted in good faith on the respondent's promise to pay and were, therefore, entitled to the money.

The owners believed honestly (though mistakenly) that they were entitled by the original contract to discharge the cargo somewhere else. The principle could not be used to create a new cause of action where none existed before. It could be used as a shield, not as a sword.

Mr. Justice Lloyd was certain that the equitable estoppel, or a kind of waiver, could not create a new cause of action, but he was more willing to agree with the arbitrator when he said that the arbitrator had reached the right result for the wrong reason. There was no need to speak of estoppel, they argued, because, after all, something was given in return for the second call on Hodeidah.

The Texas Commercial International Bank financed the various developments on the security of the properties and of a guarantee by the London company. By March 1979 there was a UK loan, secured on UK properties, of \$3.25m, and a Nassau loan of \$3.25m, concerning the Harrison Building. This was to be secured by a mortgage on this building, and by a guarantee by AIP of advances made by the bank to ANPP, which owned the house.

Shortly before the Nassau loan was perfected, the Bank discovered that it could not trade in the Bahamas without first obtaining permission from the Bahamian Authorities. To avoid this difficulty it asked its lawyer in the Bahamas to take off the shelf a locally registered company, to make it a wholly owned subsidiary of the Bank, and to draft the mortgage in favour of the subsidiary called Portoken Properties.

The transaction was then completed, and Portoken was debited in the books of the Texas Commercial International Bank with a loan of \$3.25m, with a note reading "re ANPP". No one thought of extending AIP's guarantee to include not only advances made to ANPP, but also to advances by Portoken. The letterbox company used for passing on the money from the Bank to ANPP.

Letters exchanged between the bank and AIP on various occasions indicated that both parties considered the Nassau loan to be covered by the AIP guarantee. There is no doubt that, had the original directors of AIP remained in power, they would not have denied it. However, when called upon to settle the unpaid balance of the Nassau loan, the liquidator of AIP replied in 1977 that on the documents available to him there was no liability on AIP under the guarantee.

The Texas Commercial International Bank held at this time a surplus from AIP properties realised in the US and said it would use it for settling the outstanding balance of \$750,000 on the Nassau loan. This was challenged by the liquidator, who asked the court for a declaration that AIP was under no liability to the bank in respect of the balance of the Nassau loan.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

In such a case, thought the judge, the estoppel could have the effect of enlarging the obligations, even if the underlying transactions would—but for the estoppel—be devoid of legal effect. Bank Shipping Co. S.A. and English Trading Co. Judgment March 25, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980.

BUSINESS AND THE COURTS

BY A. H. HERMANN, Legal Correspondent

promise of a doubtful claim was a good consideration even if that claim was bad in law. The judge sympathised with this argument, and sent the case back to the arbitrator suggesting that he might reconsider the question of consideration, but that equitable estoppel would not do.

An altogether different view of equitable estoppel seems to emerge from the judgment delivered by Mr. Justice Goff in a dispute between the liquidator of Amalgamated Investment and Property Co. Ltd. (AIP) and the Texas Commercial International Bank Ltd. AIP, which was subject to a compulsory winding up order of May 1978, held, either directly or through subsidiaries, a number of properties in the UK and overseas. These included the Harrison Building, an office block in Nassau owned by Amalgamated (New Providence) Property Ltd (ANPP) incorporated in the Bahamas and wholly owned by AIP.

The Texas Commercial International Bank financed the various developments on the security of the properties and of a guarantee by the London company. By March 1979 there was a UK loan, secured on UK properties, of \$3.25m, and a Nassau loan of \$3.25m, concerning the Harrison Building. This was to be secured by a mortgage on this building, and by a guarantee by AIP of advances made by the bank to ANPP, which owned the house.

Shortly before the Nassau loan was perfected, the Bank discovered that it could not trade in the Bahamas without first obtaining permission from the Bahamian Authorities. To avoid this difficulty it asked its lawyer in the Bahamas to take off the shelf a locally registered company, to make it a wholly owned subsidiary of the Bank, and to draft the mortgage in favour of the subsidiary called Portoken Properties.

The transaction was then completed, and Portoken was debited in the books of the Texas Commercial International Bank with a loan of \$3.25m, with a note reading "re ANPP". No one thought of extending AIP's guarantee to include not only advances made to ANPP, but also to advances by Portoken. The letterbox company used for passing on the money from the Bank to ANPP.

Letters exchanged between the bank and AIP on various occasions indicated that both parties considered the Nassau loan to be covered by the AIP guarantee. There is no doubt that, had the original directors of AIP remained in power, they would not have denied it. However, when called upon to settle the unpaid balance of the Nassau loan, the liquidator of AIP replied in 1977 that on the documents available to him there was no liability on AIP under the guarantee.

The Texas Commercial International Bank held at this time a surplus from AIP properties realised in the US and said it would use it for settling the outstanding balance of \$750,000 on the Nassau loan. This was challenged by the liquidator, who asked the court for a declaration that AIP was under no liability to the bank in respect of the balance of the Nassau loan.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

In such a case, thought the judge, the estoppel could have the effect of enlarging the obligations, even if the underlying transactions would—but for the estoppel—be devoid of legal effect. Bank Shipping Co. S.A. and English Trading Co. Judgment March 25, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

In such a case, thought the judge, the estoppel could have the effect of enlarging the obligations, even if the underlying transactions would—but for the estoppel—be devoid of legal effect. Bank Shipping Co. S.A. and English Trading Co. Judgment March 25, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

In such a case, thought the judge, the estoppel could have the effect of enlarging the obligations, even if the underlying transactions would—but for the estoppel—be devoid of legal effect. Bank Shipping Co. S.A. and English Trading Co. Judgment March 25, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

In such a case, thought the judge, the estoppel could have the effect of enlarging the obligations, even if the underlying transactions would—but for the estoppel—be devoid of legal effect. Bank Shipping Co. S.A. and English Trading Co. Judgment March 25, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

In such a case, thought the judge, the estoppel could have the effect of enlarging the obligations, even if the underlying transactions would—but for the estoppel—be devoid of legal effect. Bank Shipping Co. S.A. and English Trading Co. Judgment March 25, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

In such a case, thought the judge, the estoppel could have the effect of enlarging the obligations, even if the underlying transactions would—but for the estoppel—be devoid of legal effect. Bank Shipping Co. S.A. and English Trading Co. Judgment March 25, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

In such a case, thought the judge, the estoppel could have the effect of enlarging the obligations, even if the underlying transactions would—but for the estoppel—be devoid of legal effect. Bank Shipping Co. S.A. and English Trading Co. Judgment March 25, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

In such a case, thought the judge, the estoppel could have the effect of enlarging the obligations, even if the underlying transactions would—but for the estoppel—be devoid of legal effect. Bank Shipping Co. S.A. and English Trading Co. Judgment March 25, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980.

As in the first case of the Volvo shipment, there was also no consideration and no contract between the Bank and ANPP which could have been covered by the guarantee, but Mr. Justice Lloyd took a different view from that taken by Mr. Justice Lloyd. AIP directors encouraged the Texas Commercial International Bank in its mistaken belief (which they shared), that the guarantee covered the Nassau loan.

In such a case, thought the judge, the estoppel could have the effect of enlarging the obligations, even if the underlying transactions would—but for the estoppel—be devoid of legal effect. Bank Shipping Co. S.A. and English Trading Co. Judgment March 25, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980. *The Times* Law Letter, June 10, 1980.

Cut Above for the Horris Hill

GIELGUD, which started at even money for Ascot's Royal Lodge Stakes, found surprisingly little towards the end of that mile event.

He may again be found wanting in today's Horris Hill Stakes

Beaten two lengths and a neck there, Cut Above will have made sufficient progress over the past seven weeks to turn the tables on the winner who meets on a pound better terms.

Half and hour after the Group III two-year-old event, the Tote four-year-old Hurdle—formerly the Wyld Court and Tom Masson Trophy—sees much-improved Saxon House hurdler Gay George trying to land his sixth race in eight outings, over the minor obstacles.

The Prince Regent colt, full brother to Frances Jordan, who finished close sixth in the Irish Oaks, showed his well-being with a win on his seasonal reappearance. He should prove too smart for another locally trained candidate, Chaka.

Other possibilities—on an afternoon when upssets can be envisaged if there are further heavy showers—are Little Wolf and All three are ridden by Will Carson. Further north, Green God lightly Curzon House looks favoured to take a hand in the finish of Wolverhampton's Autumn Handicap off 7 11 lbs. Further rain will enhance her prospects.

NEWBURY
2.00—Little Wolf
2.30—Strictly Swing
3.00—Cut Above**
3.30—Gay George
4.00—Tarkhan
4.30—Wolverhampton
2.15—Almitra
2.45—Curzon House***

HTV Cymru/Wales—Aa HTV West
12.00 News, 12.30 460 About Wales
1.00-1.15 The News, 1.15-1.30
1.30-1.45 The News, 1.45-2.00
2.00-2.15 The News, 2.15-2.30
2.30-2.45 The News, 2.45-3.00
3.00-3.15 The News, 3.15-3.30
3.30-3.45 The News, 3.45-4.00
4.00-4.15 The News, 4.15-4.30
4.30-4.45 The News, 4.45-5.00
5.00-5.15 The News, 5.15-5.30
5.30-5.45 The News, 5.45-6.00
6.00-6.15 The News, 6.15-6.30
6.30-6.45 The News, 6.45-7.00
7.00-7.15 The News, 7.15-7.30
7.30-7.45 The News, 7.45-8.00
8.00-8.15 The News, 8.15-8.30
8.30-8.45 The News, 8.45-9.00
9.00-9.15 The News, 9.15-9.30
9.30-9.45 The News, 9.45-10.00
1

FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4A 3BY

Telegrams: Finantime, London F54. Telex: 8354871

Telephone: 01-245 8000

Thursday October 23 1980

Fleet Street tragedy

THE DECISION by the International Thomson Organisation to withdraw from publication of the Times and the Sunday Times marks a sad end to a struggle, carried on for more than a decade, to find a way through the deep-rooted inefficiencies which have made Fleet Street a symbol of British industrial weakness. While the hope must be that buyers will be found who can make Times Newspapers a viable business, there is a real possibility that two of the country's most distinguished newspapers will disappear after next March. The demise of a newspaper does not have the same economic impact as, say, the collapse of British Leyland or British Steel, but the loss to society, if the Times and the Sunday Times were to be shut down, would be very great indeed.

Over-manning

The troubles of the Fleet Street newspapers stem from over-manning and outdated production methods, compounded by disorderly industrial relations. To say that all this is the fault of the trade unions is easy, but in some ways misleading. In the first place it is past weakness by the employers that has eroded management's ability to manage the production process, to a degree which has few parallels in British industry. Secondly, it is not unions as such, but small groups within each union which have created privileged positions for themselves and have built powerful defences around them. Fleet Street is the extreme example of the sectionalism of the British labour movement.

The result is that the national newspapers carry a far higher burden of costs than they need to. This may have been tolerable in the fat years of the 1950s, but in recent times the persistent tendency for costs to run ahead of revenues has forced companies to try to tackle the underlying problems. They have sought in a variety of different ways to buy out restrictive practices, to negotiate new manning arrangements, and to re-establish management control.

While some advances have been made, the industry has for the most part failed to free itself from its past. The fact that Times Newspapers, despite an 11-month suspension of publication, could not achieve the

changes in work practices for which it had fought was a considerable blow to management morale. No doubt the tactics of Times Newspapers during that period can be faulted, but it is not obvious what other methods would have achieved the desired result. For some years it has been extraordinarily difficult for any national newspaper to earn an adequate return on investment, even in good times; in bad times, like the present, most companies make heavy losses. The survival of a large part of the industry has thus come to depend on the non-commercial motives of certain proprietors. Yesterday's announcement from Times Newspapers demonstrates that there is a point at which these non-commercial motives have to give way to commercial realities.

The issue now is whether the Times Newspapers decision, the imminent death of the Evening News and perhaps other casualties which may emerge over the next few months will induce a change of attitude in Fleet Street and make possible a co-operative effort to save the industry. The example of New York, which has lost most of its newspapers, is not encouraging; although the surviving companies have in the end been able to introduce modern equipment, the number of titles—and the number of employees—is far less than it might have been if the guerrilla warfare of the 1950s had been avoided. It would be tragic for London, whose newspapers play a far more important role in the life of the country than those of New York, to have to go through the same agony.

Constraints

Unfortunately a necessary though not a sufficient condition for building a viable newspaper industry in Fleet Street is a reduction in the number of people employed in production. There are ways of effecting this reduction humanely and by agreement. But the first requirement is a clearer understanding of the financial constraints which the newspaper companies have to live with. Whether or not the Times and the Sunday Times continue to appear under another ownership—and we very much hope that they do—yesterday's announcement is a signal to all who work in Fleet Street that these financial constraints cannot be evaded.

Russia needs our grain

THE NEWS that Soviet wheat production this year is unlikely to exceed even last year's disastrously low level could have important implications for political and economic developments throughout the world. Russia's failure to raise its wheat output above 180m tonnes leaves it roughly 50m tonnes short of its requirements. With grain stocks already at a perilously low level and a high proportion of livestock prematurely slaughtered as a result of last year's combination of poor harvest and the American grain embargo, the USSR is, according to the U.S. Agriculture Secretary, Mr. Bob Bergland, "up against the wall" in its agricultural policy. Whoever wins the American presidential election in two weeks' time will have to decide quickly whether the Soviet weakness can or should be exploited.

The complacent stance adopted by the Soviet authorities in response to President Carter's decision to embargo grain exports after the invasion of Afghanistan was justified mainly by their expectation of a satisfactory harvest of 205-210m tonnes had actually materialised, the Russians would, with some difficulty, have been able to make up the shortfall.

Leakages

Even if America's allies had about the best will in the world in mounting a concerted effort to deny the West's surplus grain to the Russians, there would inevitably have been leakages. As things have turned out during the past year, the leakages—through third country sales and through direct exports to Russia's Eastern European satellites—have been substantial.

Farmer's lobbies in America and to a lesser extent in Europe have sought to emphasise the scale of these leakages in their campaign to have the embargo lifted. Mr. Reagan, despite his strongly anti-Soviet stance on other issues, has stated quite unequivocally that he believes attempts to restrict profitable trade in grain are futile, hurt American farmers more than Russian politicians, and should be abandoned. President Carter now seems to be preparing a pre-election defence of his

embargo. The news from Russia's agriculture ministry could hardly have been better timed to strengthen his case.

For there is now little doubt that the Russian people will suffer a sharp further drop in their standard of living unless their government can secure a substantial increase in its grain imports from America. The scale of Russia's shortfall is such that Russian needs could hardly be met by other surplus grain producers, even if these countries—the EEC, Australia, Canada and Argentina—deliberately set out to exploit fully the market opportunities created by American abstinence.

Thus, if President Carter is re-elected, his representatives will have strong cards to play at the meeting of Western grain exporters scheduled for November 10 in Australia. In addition to the diplomatic arguments for a continuation of the embargo, Mr. Carter, secure in the knowledge that he has survived the election, despite the opposition of America's farmers, would be able to argue that a forced reduction in Russian demand for grain would help to reduce food prices, or at least limit their rate of increase. While the American wheat harvest has been good this year, grain production worldwide has suffered big setbacks and, even without Russian demand, the world could be facing an uncomfortable upsurge in food prices. Maintaining the embargo could, in the short run, reduce the inflationary pressure.

Food prices

From a purely economic viewpoint it can hardly be denied that Russia's poor harvest will, in one way or another, add to the upward pressures on world food prices and is therefore most unwelcome. Whether the Western nations prove capable of securing some kind of short-term diplomatic or political advantage from Russia's misfortune will depend not only on the outcome of the American elections but, even more crucially, on ability to coordinate foreign policies through consultation which has so far been lacking in the Western alliance.

THE TIMES management recently calculated that if the paper were printed in Washington and flown each morning to London, it could be sold for 15p and make a profit instead of the present 20p, at which it is making an enormous loss.

That idea is no more than a pipe dream, but the fact that it should even be discussed shows the depths of the management's present despair. The despair is based on the belief that The Times, The Sunday Times and the three supplements could quite easily be made profitable by the use of computer-based print technology and sensible manning agreements.

To many people in the upper floors of Times Newspapers' Gray's Inn Road offices this truth seemed so self-evident that they could not believe that even Fleet Street unions would not, for a price, be persuaded to acknowledge it.

And the present Lord Thomson is in the peculiar position of having not only the cause and means to pay that price, but also the will to do so. The papers represent the crown of his father's achievement as a newspaper proprietor, a much prized link with Britain and a commitment by the Thomson family to preserve one of the important institutions of its democracy.

Indeed the Thomson family spent some £10m of its own private fortune in trying to reverse the losses of The Times after Roy Thomson bought it in 1966. And that was before North Sea oil transformed the Thomson accounts: they showed a pre-tax profit of £17.2m last year (1979).

It was no doubt because of these strong family ties that the present Lord Thomson could say in April last year: "The sale of The Times is one of those awful spectres we would not wish to contemplate."

He said this while all five publications were in the middle of a shut-down which was to last for 248 days. He said it at a time when all around were predicting the end. Indeed Mr. Joe Wade, general secretary of the National Graphical Association, had said: "We have come reluctantly to the conclusion that The Times and The Sunday Times are dead."

Only a year before, Mr. Wade had seemed to the management

TIMES NEWSPAPERS

comprises The Times, The Sunday Times and three weekly supplements. The Sunday Times was acquired in 1952 when the late Lord Thomson purchased the Kemsley Newspaper stable of newspapers and periodicals and The Times was taken over from Lord Astor of Hever at the end of 1966. The Thomson Organisation acquired 38 per cent of Times Publishing for £1m with a further payment of between £2m and £3.5m ten years afterwards. The remaining 15 per cent is still held by the Astor family.

In the current year, Times Newspapers is expected to lose around £15m before tax which compares with a shortfall of



to be pre-eminently the sort of man with whom they could talk turkey. Private soundings had shown him to be, if not exactly on their side, certainly on the side of reason, a man prepared to accept new technology and its consequences at least on some terms.

The difficulty, back in April 1978, seemed to be in persuading the local chapels (office branches) to accept computer based typesetting and to impose more order and discipline on the near anarchy in other parts of the operation, notably The Sunday Times press room.

The Times strategy was to bypass multitudinous local bargaining units of the various unions and to try to "talk sense" to senior national representatives.

To concentrate their minds, the management announced that publication of all five papers would be suspended at the end of the year if agreements on new technology and the improvement of industrial discipline had not been secured by then.

Some people said then—and

Thomson's problem subsidiary

profits from £136.7m to £165.2m on sales of almost £700m. Oil has made the major impact.

Oil revenues before interest but after Petroleum Revenue Tax climbed last year from £75.5m to £103m. ITO's 20 per cent share of proven reserves in the Ninian and Piper fields was shown at 120.4m barrels at the end of 1979. Total production was averaging 356,000 barrels per day during 1979.

The regional newspaper group, based on the Kemsley empire, is another major source of revenue. Sales of

QUALITY NEWSPAPER CIRCULATION LEVELS

	Jan-June, '79	Jan-June, '80	% change
DAILIES			
Daily Telegraph	1,476,887	1,445,833	-2.1
Financial Times	206,260	197,698	-4.2
Guardian	379,429	375,179	-1.1
The Times		315,724	
SUNDAYS			
Observer	1,124,018	1,017,631	-9.5
Sunday Times		1,418,516	
Sunday Telegraph	1,278,894	1,031,811	-19.4

have said since—that the management was foolish to try to solve both issues at once.

However, the truth is that the scale of industrial disruption started to hit the management, as it were between the eyes, just as it was stalling itself to make a tough stand on the introduction of computers. In 1977, when all the Thomson family's investment seemed at last to be bearing fruit, disruptions wiped out £1.1m of the profits leaving only £1.7m pre-tax for Times Newspapers Limited. In the first quarter of 1978 disputes, non-cooperation and bloody-minded-

ness cost the company 7.7m copies, representing about a fifth of the output.

The attempts to force agreements with the unions during the six months "warning period," and the increasingly desperate effort to use persuasion and cash during the closure of 1979 are now a part of history.

Since the closure, Times Newspapers' wage bill has been increased by about 100 per cent. In return the unions have conceded remarkably little. After a period of armistice, disruption has resumed. More than 1m

copies of the Sunday Times were lost in the last two weeks, representing a loss of revenue of £800,000. Even The Times journalists went on strike in August for more pay. This seemed almost incomprehensible in the Thomson camp after so much generality.

This, and the fact that no agreement on the use of computer setting has been signed, are said to be the final burden which broke Lord Thomson's very considerable patience. Even at the end it was not he, but the Board of Thomson British Holdings which made the decision to get rid of the papers.

Confronted with the astounding truth that a total expenditure of some £70m on Times Newspapers had resulted—in hostility and ingratitude from the workforce and a prospect of unending losses, Lord Thomson had little option but to agree. The plan had failed.

This year the losses of The Times are running at about £3m on a revenue of around £30m. The supplements, once money-spinners, have been bogged down by increases in costs and

the Sunday Times which had made perhaps £1m profit is suffering from disruption. As a result, the Thomson Organisation faces a bill this year of about £15m for these papers' losses, and has also provided about £22m for necessary investment.

It seems unlikely that any buyer could be found who would be prepared to add losses on this scale unless a very radical restructuring of its could be negotiated with unions. That would almost certainly require the acceptance of new technology which these management has failed in two and a-half years of negotiation to achieve. It would also require a radical change in manning arrangements and of established working practices.

It is possible that the threat of closure, now said to be believed, would persuade the unions to negotiate different practices with a new proprietor. On the other hand, there are strong indications during the summer of 1979 that the unions, including the I.A., were prepared to see the newspapers close rather than concede matters of "principle" which could affect their practices in other newspapers.

Mr. William Rees-Mogg, editor of The Times, said yesterday: "I do not think the unions would easily accept what I call old-fashioned proprietorship again." He favours a type of consortium which would have some form of co-operative management. The Times journalists have agreed in principle to pursue this idea, and the negotiations will be to seek agreement from Lord Thomson, printers and financial backers, in that order.

Under this plan, The Sunday Times would be split off and its fortunes as a conventional Fleet Street publication. It could be highly profitable but only with co-operation from printers.

And it is hard to see the conclusion that the paper will find difficulty in finding an owner who is as rich as benevolently disposed as Lord Thomson as Lord Thomson has been.

It would follow, since any new management will have to have, at very least, the goose which had laid many golden eggs.

group underwent a major re-

organisation which ended control in Toronto.

The Thomson family interests in the North Sea, principally a stake in the Claymore and Piper fields, were merged with the Thomson Organisation which include Thomson Holidays and Britannia Airways. The company was set up by international Thomson Organisation, which is 81.3 per cent held by the Thomson family through Thomson Equitable Corporation. The remaining shares are publicly owned.

Net tangible assets have risen from £48.7m to £11.4m in the three years to 1979 and total capital employed at the end of December was \$255m.

MEN AND MATTERS

Handsome is as Hanson does

"Tell me something about Hanson," cracked Bernard Patrick McDonough down the line from West Virginia. A curious request, I suggested, from a man who will collect some 40 per cent of the \$180m to be paid by Hanson International to the company bearing his name. "Not so," he countered. "They bought me. I was not going for them. I've got their statement here. I'll look at it later. But they've got a fine company from me. I'll say that."

His staccato style with words, his friends tell me, is nicely complemented by his way with business. A man who clearly knows what he wants when he sees it, this Texas-born multimillionaire bought Dromoland Castle in Shannon, seat of the O'Brien clan, within half an hour of seeing it.

On another evening in Ireland, he left the dinner table for 10 minutes. "Just bought a railroad," he announced, tackling his cooling soup. McDonough plainly feels he found a kindred spirit in Sir Gordon White, the 57-year-old chairman of Hanson International Management Services who was a prime mover in the deal just struck. "You have some real live wires over there at Hanson," he says kindly. "They are really up and at 'em."



Sir Gordon White—"Up and at 'em."

babbly. Spotting a girl jumping her horse on his Dromoland estate recently, he bought the beast on the spot and sent the rider home on foot. Promptly dumped on the yielding Galway turf, he ensured that before the day was out he had his money back and the unruly beast was returned to its young mistress.

In the lists

Breathing deeply in the rarified atmosphere of the best-selling book lists, I find a somewhat surprised but nonetheless happy chartered accountant. Keeping company at the moment with Graham Greene, Arthur C. Clarke and letter-writer Henry Root is Walter Sinclair, a senior tax consultant at Kidsons. Sinclair is co-author, with Prof. Aubrey Silke, of the Hambro Tax Guide which has made it to the number 15 position in the Sunday Times list and is still selling strongly enough to stay there for some time. Since the launch on September 28, publisher MacDonald

Futura claims to have sold around 45,000 copies, almost equalling total sales of the 1979 edition.

"We seem," says Sinclair, "to be getting through to the market we originally aimed at—the man in the street. The previous eight editions have always sold well among accountants and solicitors, but we were not sure we were reaching the public."

"It is interesting," he adds, "the way people have learned there are ways they can increase their disposable incomes." Like writing tax manuals, for instance.

Boat bidders

Cunard's chairman, Lord Matthews, is certainly not bluffing when he says he is going to sell his passenger shipping fleet if he does not get his way over the flag of convenience row with the National Union of Seamen. But the intriguing question is who is going to buy it?

Cunard should not have much difficulty getting rid of its two Caribbean cruise ships—there is a world shortage of this type of vessel. But with the QE2—an ocean gas-guzzler if ever there was one—Cunard has a problem.

P. & O. is the obvious candidate. Its passenger fleet is much bigger and more profitable than Cunard's and it is going to have to replace the Canberra, its 20-year-old flag ship, fairly soon.

Failing P. & O., another name being bandied around in marine circles is that of American Ted Arison, who operates Carnival Cruise Lines, and who seems to be something of an Anglophile judging by his recent past of orders with British Shipbuilders.

Buy words

"The best and cheapest advertising is the wagging tongue of a satisfied customer," says Harry Shepherd—and as controller of publicity for Marks and Spencer he can claim to have proved it. In the past four years the advertising budget for the St. Michael stores has remained at £300,000 a year while turnover has doubled to £1.8m.

Apart from staff recruitment and financial advertising, the group does little more now than merely announce the opening of new stores like those in Inverness, Milton Keynes and Harrow in the next few weeks.

Shepherd, who is retiring at the end of the year, has played a major role in establishing the M and S reputation. He joined the group in 1952, shortly after leaving Oxford University, and has been involved in every aspect of its public relations since.

"Our main policy is, and always has been, to concentrate our efforts on establishing close relations with our staff and with our suppliers on one side and our customers on the other," he says. "Once those relations are strong, advertising is almost irrelevant."

Shepherd has worked under four different chairmen over the years. "But the atmosphere never changes," he says. "It's always been like working in a pleasant but exciting club."

At the age of 57, he is also retiring as president of the Oxford Street Association, a post in which he has done much to restore and maintain the area's attractions. "Stores have found that they can benefit from co-operation as well as competition," he says.

Shepherd hopes to develop consultancy interests when he leaves M and S. "But I'd rather like to wind down a bit," he adds. "My wife has been telling me that she married me for better, or for worse, but not just for lunch."

Observer

Hine.
The connoisseurs' cognac.

VSOP

HINE

VSOP

10/23/80

Leave the exchange rate alone, or . . .

GRUMBLING about the exchange rate has become a national pastime, rivaling in popularity the weather.

Until 1977 the sterling rate was a virility symbol, and preventing a fall in sterling was the principal object of national policy. In the last three years the preoccupation has been the opposite—preventing sterling from rising.

Neither preoccupation has been successful. In both phases, exchange rates have reacted adversely to reassuring official statements.

Not only words, but even policy changes, have often had the opposite of the effect intended. For instance the cut in the minimum lending rate (MLR) from 17 to 16 per cent earlier this year was followed by a rise in the pound.

Theories about exchange rate movements have also come a cropper. Nobody would have predicted, nor did predict, anything like today's exchange rate, whatever his forecasting skills. Nearly all economists thought sterling overvalued last year and expected it to fall this year. Instead it has risen further.

There is a further important distinction between the nominal exchange rate—which is simply actual rate published every day—and the "real" rate which allows for international cost differences and is therefore sometimes known as the measure of "competitiveness".

There are at least six official measures of competitiveness. The one which causes most alarm is that of "normalised labour costs". It is somewhat exaggerated because of the omission of other costs, but is probably the best we have.

Tendentious comparisons of competitiveness are sometimes made with 1976, when sterling reached its all-time crisis low.



Taking the more normal year of 1975 as 100, the new figure for normalised labour costs in the second quarter was nearly 135. For comparison, it was 116 on the eve of the Wilson devaluation of 1967 and 109 on the eve of the Heath float of 1972.

It is seldom pointed out that all the net loss of competitiveness since 1975 has been due to British costs rising faster than those of competitors. The nominal sterling exchange rate is even today little higher than in 1975, expressed as an average of several currencies.

Of the two sets of prejudices about the exchange rate, the one in favour of a high rate has more to be said for it. A high and rising nominal rate is an unmixed blessing—at least

until inflation has been eliminated. The nominal exchange rate, in combination with the behaviour of the world inflation rate, influences the prices at which internationally traded goods and services sell in Britain. The appreciation of sterling explains how Mr. Healey was able to achieve temporarily a 9 per cent inflation rate in 1978, why the 1980 inflation rate is below the official forecast and why a single figure forecast for next year is no longer to be laughed out of court.

A high real exchange rate is a more mixed blessing. It is associated with a rise in the cost of wages in the national income. It is bad for profits, and, in the short term, at least for employment. It is also

bitterly unpopular with the business community—although it is the biggest imaginable influence for wage moderation on both sides of the labour market.

A rising real exchange rate also means that the product of a unit of British labour time exchanges for a higher volume of foreign goods than before. As such it is good for consumers and living standards.

If one could be sure that the strength of sterling would continue, the best course should be to sit back and enjoy it. The high nominal exchange rate would help to eradicate inflation more quickly. The UK would adapt to the high real exchange rate, a decline in competitiveness would not matter and the country could restore employment by switching output to the non-traded sector and by consuming at home a greater proportion of total goods and services.

Oil has been the most important single reason for sterling's exceptional rise. This is not just the impact of import-saving North Sea production, which has crowded out traditional exports. Even more important has been the attraction of an oil-rich country with perceived political stability and a much proclaimed counter-inflationary policy for holders of OPEC or other portfolio funds seeking currency diversification.

The main reason for anxiety is that, in spite of oil, the present strength of sterling has a temporary element—whether due to interest rates or other factors—and that productive activity which might be needed when the real exchange rate falls again could be put out of business.

The options open to the Government are to face extreme inflation, or to do nothing. They are:

1 To do nothing.

2 To sell sterling in the market

by more or less roundabout means in the hope of getting the rate down.

3 (a) To reduce interest rates earlier than it would otherwise do.

3 (b) To combine this with public expenditure reductions or tax increases in the hope of achieving the monetary targets with a lower PSBR and less reliance on interest rates.

4 To impose penalties or controls on the inward movement of funds, as Germany and Switzerland have sometimes done.

Far and away the best course is the first—to do nothing. This means sticking to domestic monetary objectives and not attempting to influence sterling directly.

If the Government gave in to the pressures to force sterling down, the final result could well just be more inflation, without removing the forces making for a higher real exchange rate. The UK would then have the same level of competitiveness with a lower nominal exchange rate and a higher domestic price level.

But doing nothing requires imagination, vision, toughness, political skill and ingenuity in far higher measure than "doing something" and I doubt if these qualities exist in sufficient measure.

The second course—official sales of sterling to knock the rate—would be disastrous. The creation of the necessary sterling would in itself cause the money supply to soar. But even those economists who believe that the monetary effects would be sterilised are reluctant to advocate this course. The snowball results of an official attempt to nudge sterling downwards in early 1976 are still vividly remembered. This time the effects could get out of control in either direction.

The third course of reducing interest rates prematurely would jeopardise the domestic monetary strategy, take away some of the pressures for wage moderation—and all to no avail if the end result were more inflation rather than more competitiveness.

Until now monetary targets are announced next month and the overshoot in monetary growth since the end of the "corset" is accounted for by reduction in MLR will be just throwing in the towel.

Course 3 (b), lower interest rates, has a lower borrowing requirement, has seductive attractions. But it is correctly labelled by some Treasury Ministers as the "fiscal cop-out." If announced, it would just be a figleaf behind which to reduce MLR prematurely.

The truth is that it will require all the Government's determination to keep this year's and next year's public spending and borrowing to original intentions—even after allowing some overrun for the recession.

If the political pressures to "do something" become irresistible, the least evil would be penalties on overseas inflows. Official studies suggest that such controls would have many leaks and would be of use only against a temporary inflow.

So much the better. They might give a breathing space to discover just how durable were the present upward influences on sterling; and there would be time to ascertain how far the strength of sterling reflected temporarily high interest rates and how far it reflected more fundamental factors.

It would also give a little more time for industry to adjust its money costs in line with the exchange rate, and it would be less likely to do lasting damage than any other course of intervention.

SCROLL OF DISHONOUR

AT THE Lord Mayor's banquet last week, the Governor of the Bank of England, Mr. Gordon Richardson, spoke of the need to avoid attaching undue importance to "any single monetary aggregate," i.e., Sterling M3.

This is a theme constantly brought out by the Bank and its acolytes as a debating point against the Government's monetary objectives. Next time you hear it, I suggest you simply ask: "Please tell me which are the other monetary aggregates which have been kept so well under control?"

The odds are you will stop the conversation dead in its tracks—which would itself be highly desirable. But in the unlikely event of your meeting a well briefed Bank defender who mentions M1, you might remember that this is a measure which excludes deposit accounts.

People would be crazy not to switch from current into deposit accounts when both inflation and nominal interest rates have been so high. And, if you look up the figures you will notice that M1 was the only monetary indicator which was under control during the Heath monetary explosion.

The next name on this scroll is none other than Sir Peter Parker, chairman of British Rail. He has just announced that there will be no trains on Boxing Day as well as Christmas Day. I

know of no other country in the world where public services fold up for so long in the so-called festive season as they do in the UK. Now it will be even worse.

Sir Peter's excuse is that Boxing Day services do not pay. I wonder whether he has thought seriously of finding out whether there is a level of fares at which at least some routes would pay. Those who find the high fares prohibitive would be no worse off than they are going to be anyway; and those who travelled would by definition gain.

It looks too much as if Sir Peter has settled for a quiet life and the path of least resistance.

There is an excellent record store in the City. Nearby is a shop which sells gift-wrapping.

You might expect that people could take records to be gift-wrapped in the shop. But if you did you would have forgotten what British bloody-mindedness can be.

When I asked in the shop if they would wrap some records, I was met with a muttered and not very friendly refusal. On asking for it as a favour, I was told: "If we did it for you we would have to do it for every one else."

Rising from my knees, I asked if there was no price at which they could sell and wrap. The reply to this was: "We have not got the staff." The two remarks together epitomise the unacceptable face of British business, large or small.

Samuel Brittan

Letters to the Editor

Cable and Wireless

From Mr. J. Stanley

Sir—I read your leader on October 20 concerning Cable and Wireless and I think I must take up about a number of points raised. It may be that I am not really in disagreement with your article but I do feel that your information may not be totally complete.

As you rightly say, the profit-making part of Cable and Wireless has been the management consultancy work for various telephone authorities. There are a number of these in the Gulf and the arrangements for Hong Kong which provide substantial revenue with relatively small numbers of direct employees. In all of these situations, a national position arises and I would have thought that the fact on the grounds of patriotism it is easier to have a commercial company on the ground rather than to have a British Government corporation. When the Government originally nationalised Cable and Wireless, it had a very valuable business in places like Canada and Australia. Nationalisation by the British Government immediately caused all these other areas to be nationalised their local end of the operation. I am quite sure that Cable and Wireless continues to cream-skin the Hong Kong revenue that the local authorities will demand a much larger share of the income in future.

In providing these facilities overseas and the guidance to run the various organisations, Cable and Wireless has acted sometimes to sell British equipment but in other areas such as space communication, it has deliberately sold Japanese even though there were equipment supplies available from Marconi and Plessey in this country. I do not believe that taxpayers' money should be spent on promoting Japanese sales to our export markets and I am sure this is a view that many other taxpayers would take.

With this enormous income coming in, Cable and Wireless has been allowed to spend money on various commercial enterprises with what appears to be very little control and in this field it has a much less profitable business. Truly, some of its investments earn a reasonable return, but some are mediocre and one or two are right disastrous. For instance, the calculator business in Hong Kong financed by the taxpayer to compete with Sinclair which eventually had to be wound up just like the enterprise in Hong Kong which of course could not compete with either the price of the Japanese or the technology of the Americans. The Carterphone company, a company originally built on the telephone interconnect business which up to this date in this country has been almost totally illegal is another example.

It would seem to me that this is the kind of investment that again does little or no good either to the company or to its British taxpayer backers. Therefore, whether the manufacturing business could be sold as part of the management consultancy business or as two

separate entities is something that only the City experts could advise.

J. O. Stanley,

175-184, Vauxhall Bridge Road, SW1.

Organising insulation

From the Head, Consumer Policy Unit, National Consumer Council.

Sir—I was very interested to see a report by Maurice Samuelson (October 8) that the Secretary of State for Energy had expressed support for the idea of a Government-funded programme to combine the insulation of buildings with job creation schemes. The National Consumer Council, along with other consumer and voluntary organisations, has consistently advocated programmes of this kind and we are delighted that the Government is considering them.

Loft insulation, hot water tank lagging and draught proofing are highly cost-effective energy conservation measures, and for most people they are worthwhile investments, especially if they can get a grant under the homes insulation scheme. But for a significant number of consumers, insulation work is simply beyond their means. Often this is because they can neither do the work themselves nor afford to pay a commercial firm to do it for them.

The net cost of providing a job under the old job creation programme, once tax payments, benefit and so on were taken into account, was only about £400 in 1977. The average cost per loft in labour charges was just £10. In economic terms, given the potential energy savings from loft insulation and the heavy costs of unemployment, this represents excellent value for government money. In social terms, the benefits are substantial.

More recently, the special temporary employment programme (STEP) has been used by local authorities and voluntary organisations to insulate council homes and the homes of elderly and disabled people in

the private sector. Last year the STEP programme was cut severely as a result of changing the designation of "assisted areas." This has reduced its potential to fund insulation projects.

With recent rises in energy prices and the prospect of more to come, insulation has become increasingly worthwhile. It makes a lot of sense, in national economic terms as well as for individual consumers, to subsidise the cost of installing highly cost-effective forms of insulation for those who could not otherwise undertake the work. One way of funding this type of insulation programme would be to set aside part of government revenues from taxing the oil and gas industries.

Maurice Healy, National Consumer Council, 18, Queen Anne's Gate, SW1.

Business votes

From Mr. D. Goch.

Sir.—The suggestion by Mr. A. W. Nelson (October 20) for introducing a business vote in local authority elections is much to commend, although one can envisage problems of voting proportionality where individual rateable units make a particularly large contribution to the rate fund. Sensitive situations might also arise where major ratepayers are subsidiary companies of large multinationals.

Nevertheless, the increasing significance of local rates in the cost structure of many businesses does highlight the unfairness of the present system whereby they have no say in the determination of local authority spending levels, despite making a larger contribution than most individual ratepayers.

A local employers' group with which I am associated has attempted to compensate for this lack of representation by forming a working party to study the local authority spending budgets and to make representations on matters of special concern.

It has, however, become all too apparent from our investigations that many of the major spending decisions are made at county council level, and the

Too little difference

From Mr. J. Toporowski

Sir.—Malcolm Rutherford (October 17) is quite right to point out the lack of any essential difference between "Punk Healeyism" and "Thatcherism with a human face." The consequences of this, however, should be cause for concern rather than complacency to anyone who prefers democracy to the irresponsible rule of corporate vested interests.

Having the parliamentary leadership of the two major parties committed to the same economic policies, with only trivial differences between the two, represents a serious restriction in the range of effective choice available to the electorate at the next election. Such a parliamentary economic consensus, combined with bipartisanship in the other major policy areas of defence, foreign affairs, Northern Ireland, and covering the most important elements of our relations with the rest of the EEC, would further reduce electoral politics to heavy contests and games of patronage.

In a period of growing economic crisis, such developments can only give rise to cynicism, despair and the further alienation of the electorate.

J. Toporowski, 28 Warrington Crescent, W9.

Danger of contamination at work

From the Assistant Director, National Radiological Protection Board.

Sir.—Of course one must agree with Mr. Gee (October 18) that the 28 Los Alamos workers contaminated with plutonium are an adequate basis for epidemiology. Nevertheless, a substantial fraction of this sample had died of cancer during the 32 years of observation since they were contaminated this would undoubtedly be taken as indicating the dangers of plutonium. It is perhaps worth pointing out that in 1972, approximately 27 years after they finished working with plutonium, more than two-thirds of the group still had between one and ten times the body content of plutonium than the then ICRP (International Commission on Radiation Protection) limit for its accumulation in the body. (The new ICRP limits for intake would keep this quantity to half the previous limit).

While they were working, nose blows from all the workers showed plutonium contamination, thus indicating that they were subject to plutonium inhalation. One or two of them were additionally contaminated through wounds, while some during their occupational histories were exposed to other toxic chemicals. A careful reading of Dr. Martell's statements makes it clear that he felt that the medical findings in relation to these workers could equally well be attributed to plutonium or to other agents, i.e., that the causes were unclear. Dr. Martell's viewpoint originated from his view that the harmful effects of cigarette smoking were due to the naturally occurring radioactive content of cigarette smoke—a view that is far from proven or accepted.

If the risks associated with radiation as evaluated by UNSCEAR (UN Scientific Committee on the Effects of Atomic Radiation) and BEIR (Biological Effects of Ionising Radiation Committee) are valid then any epidemiological study capable of detecting the effects of radiation will require a very large num-

ber of workers to be studied. Mr. Gee is confusing in his reference to the University studies of Windscale and other nuclear industry workers which are shorter term studies commissioned by the employers. The National Radiological Protection Board has initiated, with the endorsement of both unions and employers, the largest follow up study of radiation workers, with over 32,000 already on its national registry for radiation workers. The objective is to provide the best possible data base for epidemiological studies.

In regard to the standards of exposure there appears to be some misunderstanding by Mr. Gee about the recent ICRP recommendations. The all the important isotopes of plutonium the recommended annual limits of intake are either the same or have been reduced to as little as one-eighth of the previous recommendations.

J. A. Dennis, National Radiological Protection Board, Didcot, Oxon. Harrell.

Today's Events

GENERAL
UK: Mr. Nicholas Ridley, Minister of State, Foreign Office, speaks at Chelsea Conservative Party meeting, London.

Dr. Rhodes Boyson, Education Parliamentary Secretary, speaks at Llanrhidian.

Mrs. Renee Short speaks on health and social services, Wolverhampton.

Mr. Tim Bell, Saatchi and Saatchi chairman, speaks at Association of Australian Businessmen in Europe lunch, Savoy Hotel, London.

Institute of Personnel Management annual two-day conference opens, Harrogate.

Prince Charles statement on Mountbatten Memorial Trust.

Desmond Goch, 1, Puddock Wood, Horpenden, Herts.

Sir Peter Gadsden, Lord Mayor of London, visits National Maritime Museum, Greenwich; attends Trinity House luncheon, Tower Hill.

The Scottish Council (Development and Industry) seminar on overseas promotion of trade—the Irish experience, Edinburgh. British Scrap Federation bi-annual meeting and dinner, London Hilton.

Overseas: The Kuala Lumpur Commodities Exchange opens, with crude palm oil futures the first commodity to be traded.

Defendory Expo '80 (military

services and equipment exhibition) opens, Piraeus (until October 28).

The Queen and the Duke of Edinburgh conclude state visit to Tunisia.

PARLIAMENTARY BUSINESS
House of Lords: Civil Aviation Bill, report.

OFFICIAL STATISTICS
Institutional Investment (second quarter). Consumers' expenditure (third quarter—first preliminary estimate). New vehicle registrations for September.

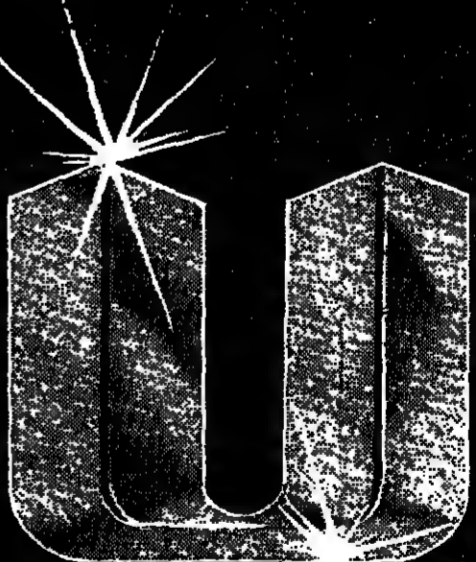
COMPANY MEETINGS
Leigh interests, Chamber of Commerce, Edgworth, Birmingham, 12. Smith Bros., Institute of Chartered Accountants, Moorgate Place, EC, 12.15.

COMPANY RESULTS
Final dividends: Burgess Products Company (Holdings), McKechnie Bros. Saga Holidays, J. Smart Contractors, Spencer Gears (Holdings). Interim dividends: BSG International, Gill and Duffus Group, Hay (Norman), F. J. C. Lilley, London and Provincial Poster Group, Stanley Miller Holdings, Portsmouth and Sunderland Newspapers, Sphere Investment Trust, Wilkins and Mitchell.

The world's largest concentration of Unilever companies

Unilever has its strongest representation of industries, anywhere in the world, on Merseyside. The range of industries is impressive—soap and detergents, frozen and canned foods, the nation's biggest margarine producer, animal feeds, chemicals, resins and packaging. In addition, there are service companies in industrial specialisations, transport, shipping and research. Altogether there are eighteen group associates on both sides of the River Mersey.

Many millions of pounds have been invested by Unilever in Merseyside in recent times. The Company is also in the



forefront of developing land and services for new companies, including those from abroad who have chosen Unilever owned sites after careful examination of tempting alternatives. According to Don Perry, Chairman of the Unilever Merseyside Committee, "We have a history on Merseyside going back for more than a century, but we are also committed to the future. That is why we are continuing to invest here in production plant and in important projects such as dockside oil storage. This investment programme demonstrates our confidence in Merseyside."

Merseypride

Please send me the full facts on Merseyside including details of the many successful companies now producing the goods on Merseyside.

To Jack Stappforth, MERCEDO, (Merseyside County Economic Development Office), Tithern House, Tithern Street, Liverpool. Telephone 051-227 5234

Merseyside's London Office: 5 Chancery Lane, London WC2A 1LH. Tel: 01-405 0488

MERCEDO

Name _____
Position _____
Company _____
Address _____

Merseyside County Council

Companies and Markets

Pressac falls £1m and cuts dividend

IN A year of falling turnover and sharply reduced profits, Pressac Holdings, manufacturer of electro-mechanical components, has had to cut its work force by 30 per cent and implement short-term working in almost all production centres.

The decline of business reported at the half-year stage, when pre-tax profits were halved at £276,000, persisted, says Mr. G. W. Clark, chairman, and demand from both television and motor manufacturers deteriorated still further. The taxable surplus for the full year to July 31, 1980 was reduced to £289,345, compared with £1,262m in 1979.

In the first quarter of the current year, Mr. Clark says, there has been a further deterioration in trading conditions in the UK.

External sales during the year declined from £9.7m to £8.5m. Tax takes £13,739 (£37,173) and after minorities of £946 (£4,803) and preference dividend of £42,000 (£42,172) the attributable balance emerges at £112,847 against £272,776.

Earnings are shown as 1.41p (10.81p) and the dividend is effectively cut to 1.26p (2p) with a final of 0.75p.

Although production levels have had to be reduced, says the chairman, the group has deliberately maintained capacity in the development of new products and tooling and in the design and building of application and production machinery, in the anticipation of its being required by customers to an even greater extent in the future.

There has been progressive improvement in the precision engineering sector, he adds. The group's products are used in the new models recently introduced by Ford and BL, and feature substantially in the latest domestic appliances and in Post Office telecommunications.

The chairman concludes that the severe restructuring experienced cannot continue forever, and providing there is no further deterioration in the European economy, the measures taken should become fully effective in the current year. But real growth, he points out, can only come with order, stability and a resumption of consumer spending.

DIVIDENDS ANNOUNCED

Company	Current payment	Date of payment	Corr. of payment	Total last year
Brit. Home Stores Int.	1.75	Jan. 2	1.75*	4.37*
Contin. Un. Tst. Int.	2p	Dec. 1	1.75	6
Dupont	nil	—	2.13	5.24
Eleco Holdings	2.3	Nov. 24	0.1	3.3
Greenbank Int. Ltd.	0.45	Dec. 31	0.8	1.34
Hawker Siddeley Int.	0.69	Dec. 10	0.69	2.79
Jessel Toynebe Int.	1.75	Nov. 21	1.75	4.63
Kalamazoo	2.5	—	2.64	3.75
London Nbn. Co. Int.	1.4	Dec. 31	1.4	3.75
London Samarra Int.	3	Jan. 8	2	8
MTD Magula	91	—	15	38
Pressac	0.75	Dec. 5	1.49*	1.28
Smith St. Aubyn	2	Dec. 3	1.8	7.5
Telephone Rentals Int.	2	Dec. 1	1.8	7.5
Trust Union	Int. 1.5	Dec. 5	1.2	2.7

Dividends shown pence per share net except where otherwise stated. *Equivalent after allowing for scrip issue. †On capital increased by rights and/or acquisition issues. ‡Total will be maintained at 2.875. § Increase to reduce disparity between interim and final. ¶ Zimbabwe cents throughout.

BHS declines to £10.65m

DESPITE SALES moving ahead from £161m to £182.7m in the area of fixed costs and payroll.

Their decision to avoid all price increases on non-food merchandise for the remaining part of 1980 has been well received by both customers and suppliers, they say, and the most recent sales trend has shown some improvement.

The surplus for the 24 weeks was struck after interest charges of £1.05m (£1.08,000 credit)

Dupont shows £4.4m loss midway

PRE-TAX losses of £4.47m are reported by Dupont for the half-year ended July 31, 1980, compared with profits of £1.1m in the same period last year. In view of the results and the uncertain economic climate, the directors are omitting the interim dividend.

The group's steel, metal forming and furniture divisions all incurred trading losses with the plastics side the only division to be in profit. The loss was also after increased interest charges of £2.04m against £1.1m.

The Board says that so far, the second half of the year has seen a further deterioration in trading conditions. Demand in the steel works is extremely low and further losses are inevitable. For the year ended January 31, 1980, the group reported a pre-tax profit of £5.56m and dividends totalled £2,431.7p, net including a 2.12683p interim.

Loss per share to the first half is stated as 10.66p basic and 10.07p fully diluted. Earnings

	1980	1979
Turnover:	94,402	58,457
Steel	15,338	15,344
Metal forming	15,338	15,344
Furniture	15,338	15,344
Plastics	7,679	6,807
Subsidiary sold	1,892	1,892
Inter-divisional sales	450	357
Total turnover	93,539	97,800
Trading loss	1,892	1,892
Sisal loss	1,844	3,728
Metal forming loss	285	285
Furniture loss	94	427
Plastics profit	586	620
Subsidiary sold	—	61
Total loss	2,431.7	5,249
Interest	2,044	1,107
Trade dividends	70	—
Loss before tax	4,468	4,142
Loss	4,468	4,142
Not loss	4,530	3,570
Dividends	—	22
Ordinary interest	—	962

per share in the same period last year were £4.5p and £7.2p respectively.

The directors say strenuous efforts are being made to reduce costs and to improve competitive-

were significantly higher than a year earlier, particularly in the area of fixed costs and payroll. Their decision to avoid all price increases on non-food merchandise for the remaining part of 1980 has been well received by both customers and suppliers, they say, and the most recent sales trend has shown some improvement.

The surplus for the 24 weeks was struck after interest charges of £1.05m (£1.08,000 credit)

which included interest on the convertible unsecured loan stock amounting to £310,000 for the period from July 23, 1980 to September 13, 1980. Tax was lower at £4.5m (£5.9m) leaving stated earnings per 25p share of 3p, against 3.5p. The interim dividend is being effectively maintained at 1.75p net after allowing for the one-for-one scrip issue. Last year a final equal to 2.625p was paid from pre-tax profits of £41.53m (£53.6m).

The retained profit for the half year shows a drop to £2.6m, compared with £3.7m.

A breakdown of sales inclusive of VAT for the period shows: machinery £13m (£12.3m); food £33.1m (£27.5m); restaurant £11.6m (£10m).

In the second half new stores will be opened at Eastbourne and Maidstone.

Lex Back Page

INDEX TO COMPANY HIGHLIGHTS

Company	Page	Col.
Abwood Machine	26	3
British Home Stores	26	2
Continental Union	28	4
Dupont	26	2
Eleco	27	4
Greenbank Int.	28	5
Harland and Wolff	26	3
Hawker Siddeley	26	6
Hoveringham	28	5
Jessel Toynebe	28	6
Kalamazoo	26	7
London and Northern	26	3
London Sumatra	28	4
Pressac	26	1
Smith St. Aubyn	28	5
Telephone Rentals	27	5

ness. By the end of the year the group will have reduced manpower, in the UK, by over 1,800 employees to 6,000 in total.

These redundancies have already been announced and will result in a further cost of £600,000 being charged against trading in the second half, together with firm of reorganisation costs to be included in the accounts as an extraordinary item.

However, in a capital intensive industry such as steel, the maintenance of a volume base and sensible pricing structure is crucial, particularly so since the private sector of the steel industry does not have recourse to the public purse to fund its losses, the Board states.

The demand for engineering quality steels did not recover following the settlement of the steel strike as customers reduced their stocks in response to lower levels of trading and a crippling level of finance costs.

The metal forming interests were affected by similarly weak demand in the tractor and motor industries and foundries in particular operated well below capacity throughout the period.

De-stocking in the High Street adversely affected the furniture companies, but Slumberland made some progress in the development of an improved product range, and performed reasonably well in very difficult conditions. Grovewood Kitchens fell into a substantial loss but

Interest and reclamation costs hit London & Northern Group

HIGH INTEREST rates and a downturn in metal reclamation and steel stockholding has resulted in London and Northern Group reporting a drop from £5.6m to £4.1m in pre-tax profits for the half-year to June 30, 1980. Interest charges rose from £2.32m to £3.7m.

The Board says that although overall trading profitability of the construction and building products activities increased in the half-year, this improvement was not enough to offset the effects of high interest rates and a downturn in metal reclamation and steel stockholding activities which was accentuated in the

period subsequent to the settlement of the steel strike. It adds that net borrowings remained at a similar level to the beginning of the year.

After tax down from £1.56m to £1.23m and minorities of £490,000 (£540,000), stated earnings per 25p share are down from 6.4p to 4.5p. The interim dividend is unchanged at 1.4p—last year's total was 3.75p from pre-tax profits of £12.88m (£11.77m). SSAP 15 has been adopted and comparisons are restated.

For a group whose major activity is construction, London and Northern has traded compara-

tively well in the first half. Trading profits are down by only 3.3 per cent and would have been better, but for a reduced contribution from the stockholding and scrap-metal businesses. Pre-tax earnings have held up considerably less well, however, being dragged down by a 59 per cent increase in interest charges. In the light of these negative factors, the performance of the construction side is particularly good. On the forecast of a similar pre-tax result in the second half, the prospective p/e is about 6. The shares moved up 1p to 35p, and would yield 15.8 per cent on a maintained final dividend.

Abwood chief faces barrage of questions at annual meeting

BY REG VAUGHAN

Mr. Geoffrey Suckling, chairman of Abwood Machine Tools, who took over executive responsibility from Mr. Alan Peck earlier this year, faced a barrage of detailed questions and criticism from a small shareholder at a lengthy annual meeting yesterday in Dartford.

The board was persistently questioned by Mr. Stanley Picton, a Slough chartered accountant, about the lack of detailed information on the year's £178,000 loss and about the role of the group's former auditors Shipley Blackburn, who resigned in August.

The announcement of a loss for the year ended March 31, 1980, followed the discovery of "serious discrepancies" in the company's administration, particularly relating to its accounting policies. Mr. Peck (who has a 14 per cent in the company) was dismissed as managing director in March and at yesterday's meeting was voted off the board.

Mr. Peck, who has claimed before an industrial Tribunal

that his dismissal was unfair, said yesterday that all procedures he carried out at the company were correct and that it had not been established otherwise.

Mr. Suckling said he "was under severe restraint to give full details," because of the legal action by Mr. Peck. "The problems stemmed from errors and omissions in bookkeeping," he added.

Asked by Mr. Picton whether any action was contemplated against the former auditors, Mr. Suckling said the company was considering what rights it had and might seek legal advice. The company would be interested to hear what the former auditors had to say at the Tribunal hearing in deciding its future course of action. In their resignation letter, the auditors said that they knew of "no circumstances connected with their resignation which should be brought to the attention of members."

Replying to a question from

Mr. Picton about "substantial contingent liabilities" facing the group, Mr. Suckling said that these would be disposed of at minimal cost to the company within six months. The chairman revealed that the amount involved could be around £100,000 but, he refused to divulge the nature of the liabilities.

Reading from a prepared statement at the end of the meeting Mr. Suckling said that the position he took over at Abwood was "not what I bargained for and at one time I wondered whether the company could survive."

But "great things have been achieved" and, despite the setback in the engineering industry, total turnover in the first half of the current year was up from £477,530 to £708,601. He reported that the company traded at a loss in the first five months but the position was now reversed and subject to a detailed check there was a break-even position in the first half.

However, the company was now better poised to compete more effectively for new orders which should be generated by the need of shipowners to replace their older vessels.

Harland and Wolff, which is wholly owned by the Northern Ireland Department of Commerce, has trimmed its labour force from 10,000 to under 7,000 in recent years.

The export order book consists of two tankers for BP, two liquid gas carriers for leasing to Shell, and two ferries for Sealink which are due for delivery shortly.

The Government is examining the possibility of further diver-

Hawker Siddeley advances by £4.1m at six months

FOLLOWING ON the chairman's remark at the June annual meeting that trading for the first five months of this year had been noticeably better than for the same period of 1979, Hawker Siddeley Group increased pre-tax profits from £53.1m to £57.2m for the half year to June 30. Sales of this electrical and mechanical engineering concern rose from £55m to £61.7m.

The current level of trading and profitability is broadly comparable with the first six months, the directors state. Last year, taxable profits totalled £107.8m.

Pre-tax profits for the half year included associates' contributions £1m higher at £5.1m, although interest receivable fell from £4.5m to £1.6m.

Tax took £22.4m (£18.8m) of which £15.8m (£15.1m) was Corporation tax, with the remainder overseas. After minority attributable profits were up £0.7m to £23m.

Lex Back Page

Earnings per 25p share rose from 14.3p to 14.7p and the net interim dividend is maintained at 3p, against costing £5.91m—last year's final was 5p.

During the first half, world trade continued to show recessionary tendencies and in the UK these have been, and remain sharp, the directors say. The adverse effects continue to be particularly noticeable in the diesel engine sector.

Experience in the electrical sector has been more variable, with some product markets showing improvement and others reflecting the more generally difficult conditions.

Export deliveries from the UK were at a lower level than in the corresponding period last year, but there has recently been a little improvement in export order bookings.

Sales for the period were split as to UK £426m (£410m) and overseas £191m (£145m). Exports

accounted for £146m (£111m). The group's overseas interests are continuing to perform relatively well. The situation in Canada, however, has been affected by two serious industrial stoppages associated with the negotiation of labour contracts one of which is now settled.

Results of overseas subsidiary have been expressed in sterling at the approximate rates ruling at June 30, 1980.

The interim figures do not reflect the unfavourable difference arising on translation for sterling of overseas net assets for the purpose of the consolidated accounts, which was due to the strengthening of sterling in the half year.

The group's current practice of translating foreign exchange adjustment is treated as an extraordinary item, not forming part of the trading result in full year accounts.

Lex Back Page

Revenue before tax of the Trust Union, an investment trust, expanded from £923,787 to £1,231m in the half year to September 30, 1980 and as forecast, the interim dividend is stepped up from 1.2p to 1.57p. Last year a total of 2.7p was paid from pre-tax profits of £2.04m.

Six months' tax takes £402,184 (£300,725).

Net asset value is shown as 95.8p per share, against 75.8p at March 31 last.

Le Vallonet recovers at six months

Including dealing profits of £34,341 against losses of £28,250, Le Vallonet Investment Trust Company has produced a profit before tax of £54,492 for the half year to June 30, 1980, compared with a deficit of £7,042.

Turnover of the company, which is based in Jersey and ultimately held by Air Cati (Holdings), fell from £2.17m to £1.07m. Earnings, after Jersey tax of £13,336 (£3,077), are shown as 2.17p (nil).

Dividend of 1.5p gross was paid in 1979 from pre-tax revenue of £43,000.

BP Nutrition expands fish-feed interests

Trouw and Company NV of Holland, part of the BP Nutrition group, is finalising negotiations for a 5 per cent equity in T. Skretting, A/S Stavanger.

The negotiations envisage an exchange of technical information on feed for farmed fish and other livestock species. As part of its future development programme, Skretting is seeking contacts which could provide additional expertise and financial resources.

Skretting is the principal supplier of feed to the Norwegian fish-farming industry and has been a supplier of animal feed in south Norway for more than 50 years, with an expected turnover this year of Skr 220m.

BP Nutrition is the leading supplier of feed to the European farmed fish industry and one of Europe's largest suppliers of specialist animal feed.

The proposed deal is subject to the approval of the Norwegian Government.

Sterling Crdt. appointment is confirmed

Sterling Credit Group states that consent has been received from the Secretary of State for Trade in the proposed appointment of Mr. J. W. Openheim as its managing director and therefore as controller, for the purposes of the Insurance Companies Act, 1974, of its wholly owned subsidiary, Elligale Life Assurance Company.

His appointment is now confirmed and will take effect immediately.

RESULTS of Kalamazoo business systems and services group for the year ended August 1, 1980 have been prepared on a CCA basis and show pre-tax profits down from £3.76m to £2.93m. The published figure in 1978-79 was £4.59m.

The profits have been struck after inflation adjusted depreciation of £2.05m (£1.39m) but before the Kalamazoo Workers' Alliance bonus of £909,000 (same).

The directors are recommending a final dividend of 2.5p to maintain the total at 3.75p. Stated earnings per share are 4.2p compared with 4.8p adjusted and the published 7.1p.

Sales for the year amounted to £30.77m compared with £25.55m in 1979. Mr. Morland, chairman, says high wage settlements in the printing industry and the biting effects of the recession resulted in reduced profits.

Although orders for replacement stationery held up well, as did income from existing users of computer systems, it became increasingly difficult during the latter half of the year to obtain new business.

Overseas business however, showed a welcome recovery with the new Irish subsidiary, David Millard having a very good year.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

well into this financial year. Consequently the Board take advantage of the breathing space offered by the lack of buoyancy in British markets to improve the effectiveness of all activities, reducing costs, and will be running the investment programme despite the recession.

At home, the group is to continue the expansion of its computer systems—in which £1m was invested last year will be launching new products during Spring 1981 and improving and expanding current computer system packages.

It will also be adding to already comprehensive range of manual systems and will concentrate heavily on a programme of research and development in order to create more opportunities to sell, the chairman.

Overseas, the group is aiming to expand the strong foothold it has in the Arabian Peninsula and looking seriously at export opportunities in parts of the world.

LEIGH INTEREST

The EGM of Leigh Interest will be held on October 23, the company's registered office, in London, at Brown's, Walsall in Monday's Financial Times.

Incorrectly stated as being Chamber of Commerce, Birmingham.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Mr. Morland says that as yet, there is little sign of the recession lessening and every indication that it will continue.

Telephone Rentals

INCORPORATING
DICTOGRAPH TELEPHONES LIMITED
OPERATING IN SERVICES

THE CONSOLIDATED PROFIT STATEMENT (UNAUDITED) OF THE GROUP FOR THE SIX MONTHS ENDED 30TH JUNE 1980.

	1980	1979	Year
Half Year to 30th June	£000's	£000's	£000's
Turnover:			
Rental	11,917	10,455	21,400
Sales and other	13,020	7,540	18,460
	24,937	18,395	39,860
T.R. Group Profit before Taxation	6,313	5,553	11,271
Less: Estimated Taxation	2,096	1,552	3,538
Group Profit after Taxation	4,217	3,801	7,733
Less: Minority Interest	17	15	33
	4,200	3,786	7,700
Extraordinary Items	—	—	397
Balance of Profit attributable to Telephone Rentals Ltd.	4,200	3,786	8,097
Depreciation:			
Amounts charged in arriving at above Profit	2,478	2,132	4,242
Taxation:			
United Kingdom	1,874	1,283	3,120
Overseas	222	269	418</

Companies and Markets

UK COMPANY NEWS

ISSUE NEWS

London listing for Thomas Nationwide Transport

Thomas Nationwide Transport Ltd (TNT) announced in Sydney yesterday that its shares will be listed on the London Stock Exchange. Trading will begin on October 27.

TNT, which has shipping interests in several countries, also owns half of Ansett (one of the principal domestic airlines in Australia). Over half its business, however, is in road and rail transport; its UK subsidiary TNT Inter-County Express is one of the largest parcel express services in Britain.

In the year to June 30, 1980, the consolidated net operating profit of TNT was A\$40,168,000, or £19.3m. This figure included the contribution from Ansett.

To coincide with the London listing, TNT will be placing 1.85m of its 50 cent ordinary shares with a small number of UK and European investors. The shares will be placed at A\$2.65 (10.2p) per share. The placing will raise A\$4.8m (£2.3m), and increase the group's issued capital to 115.3m shares.

The proceeds will be used as additional working capital. The new shares will rank in all respects pari passu with shares

previously issued, being eligible for all future dividends.

TNT's chairman, Sir Peter Abeles, said that the London listing reflects his proportion of TNT's equity held by British investors. Earlier this year, TNT voluntarily gave up its listings on the Toronto and Vancouver exchanges.

Joint venture Page 31

Finance and General Trust acted as financial advisers in the transaction.

Rights results

The following companies have announced acceptance figures in respect of their recent rights issues:

BTI: Of the 20,007,506 shares issued, 18,587,281 (92.8 per cent) were taken up.

Burnett and Hallamshire Holdings: Acceptances were received in respect of 96.16 per cent of the shares.

Intervision Video (Holdings): The rights of preference ordinary and participating preference shares was accepted as to 87.543 per cent and 87.097 per cent respectively.

NEW GILT ALLOTMENTS

The new £800m Exchange 111 per cent 1986 stock has been allotted in full at the minimum price of 98½.

BIDS AND DEALS

Bally (UK) buys part of Elliott footwear chain for £1.75m

Bally (UK), part of the Gerlikon-Buehrle Swiss industrial group, is acquiring eight shoe shops from the T. Elliott and Sons chain for £1.75m cash and has an option on three more.

Elliott said yesterday that historically 13 of the company's chain of shoe shops were owned by a company called Elliott and Wade, in which it had a substantial minority holding. The majority holders in Elliott and Wade wished to dispose of these retail outlets for cash.

Elliott was not in a position to acquire all the outlets itself so Bally (UK) was found as an additional outside buyer. The remaining two shops have been acquired by Elliott and Sons.

Mr. Adrian Elliott said the deal enables both companies to fulfil their respective objectives. With the additional two shops acquired, Elliott will now have 15 retail outlets, all in prime sites. Also £1.2m cash will be paid to Elliott by Bally for the interest in Elliott and Wade which Elliott will use to further expand its UK retail outlets.

BOWTHORPE FORMS NEW WEST GERMANY SUBSIDIARY

Bowthorpe Holdings, the electronic and electrical components group, has formed a new West German subsidiary to be known as Hellermann

Engineering GmbH. The new wholly-owned company takes over the development and engineering activities previously handled by the engineering division of Paul Hellermann GmbH, the Bowthorpe subsidiary based in Pirmasheim.

Hellermann Engineering will be responsible for the development and engineering relating to precision plastics moulding and wiring hand tool manufacture of the Hellermann group worldwide, excluding Hellermann Deutsch, and the heat-shrink products of Hellermann Electric in the UK.

It will operate as a completely separate entity from Paul Hellermann, although the company will remain on the same site.

Eleco tops profit forecast

Taxable profits of Eleco Holdings for the 12 months to end-June 1980, are marginally higher than the directors' forecast of last May when they said group profits before tax would be similar to 1979's £1.65m.

In the event, they rose to £1.7m on turnover up from £17m to £18.7m. As a result, there was a surplus of £810,000, compared with £707,000 a year earlier.

As foreshadowed, the total dividend is being raised from 3p to 3.5p net with a final of 2.3p.

For the year increased from £220,000 to £286,800.

Eleco is a holding company with interests in street lighting, road signs and electrical engineering.

The increase in profits, says the board, reflects to some extent the bringing into service of installations delayed during 1979 as a result of the dispute in the engineering industry.

It adds that new sale business taken by the group is well ahead of 1979's figures, but new retail business secured shows a smaller increase than expected. As a result of the present economic climate in the UK, sales are ahead under pressure with a consequent adverse effect on profitability during the second half of the year.

Despite this, the directors are confident that the results for the full year will still be satisfactory. After tax up from £1.55m to £2.1m and minorities of £17,000 (£15,000), profit attributable

Barrow Hepburn sale delayed

Completion of the sale of Barrow Hepburn Group's shares to Colver Watson Holdings to Strong and Fisher (Holdings), announced on September 12 has been delayed pending the outcome of legal proceedings commenced in New Zealand by a third party.

Acting on legal advice, the action is being defended vigorously, the Barrow Hepburn Board states.

New 17.5% stake in Sizewell European

The Rothschild Investment Trust and Mr. Derold H. Rittenburg have each bought 700,000 ordinary shares in the Sizewell European Investment Trust, representing 17.5 per cent of the Sizewell issued share capital.

Mr. Rittenburg is chairman of Madison Fund Inc., and a director of I.U. International Corporation and of McGraw-Hill Education Company. He and RIT have informed Sizewell of the purchase, and will be meeting the Sizewell Board shortly to discuss development of the Trust, which is largely invested in European blue-chip industrial stocks.

Two trusts managed by Target Trust Managers, an RIT subsidiary, already hold 5.4 per cent of Sizewell's shares.

The purchases were made from a single source, but RIT says it has been advised that the deals do not breach the Council for the Securities Industry's temporary restrictions on major share purchases.

While the new investors' intentions for Sizewell are not yet known, it is thought to be intended as a vehicle for developing co-operation between the parties.

Telephone Rentals climbs to £6.31m

AN INCREASE of 17.9 per cent from £5.35m to £6.31m in pre-tax profits is reported by Telephone Rentals for the six months to June 30, 1980. Turnover of the group, which has interests in telecommunications, data communications, time control and fire detection equipment, jumped from £18.4m to £24.94m. The pre-tax figure was struck after depreciation up from £2.13m to £2.43m.

The increase in profits, says the board, reflects to some extent the bringing into service of installations delayed during 1979 as a result of the dispute in the engineering industry.

It adds that new sale business taken by the group is well ahead of 1979's figures, but new retail business secured shows a smaller increase than expected. As a result of the present economic climate in the UK, sales are ahead under pressure with a consequent adverse effect on profitability during the second half of the year.

Despite this, the directors are confident that the results for the full year will still be satisfactory. After tax up from £1.55m to £2.1m and minorities of £17,000 (£15,000), profit attributable

Tea producers 'must be protected' says Lawrie

ALTHOUGH the crops of the Malawi and Bangladesh subsidiaries of Lawrie Plantation Holdings are well ahead of last year, Mr. H. J. K. Fitzgerald, the chairman, says in his annual report that a large proportion has yet to be sold. The proportionate contribution to group results in 1980 is at present conjectural.

Unfortunately, he says, there is no assurance of any significant improvement to the depressed state of the tea market, and as production costs continue to rise it becomes increasingly imperative that a measure of international agreement is reached which will effectively protect tea producers during periods of excessive supply.

He says there can be no certainty as to when or to what extent the profitability of the group's tea plantation interests will be improved. It is the intention to take advantage of suitable investments for the future.

The British Government has made funds available for the rehabilitation of the Bangladesh tea industry, but these have not yet reached the operating companies due to delays in implementing the programme. He hopes this assistance will become available shortly.

As known, the group reported pre-tax profits down from £5.8m

to £1.98m in the year to December 31, 1979. Turnover was drastically lower at £7.59m (£16.5m).

Shareholders' funds at the year end totalled £22.82m (£17.83m).

The auditors state they are unable to satisfy themselves as to the value of the group's investment in Stewart Hall (India) amounting to £1.35m.

Shareholders' funds at the year end totalled £22.82m (£17.83m).

The auditors state they are unable to satisfy themselves as to the value of the group's investment in Stewart Hall (India) amounting to £1.35m.

Shareholders' funds at the year end totalled £22.82m (£17.83m).

The auditors state they are unable to satisfy themselves as to the value of the group's investment in Stewart Hall (India) amounting to £1.35m.

Brooke Tool makes dividend forecast

In the formal offer document for Provincial Cities Trust, the directors of Brooke Tool, Engineering state that they expect pre-tax profits for the second half of September 30, 1980 will be of a similar order to those of the first half, making another record year.

Accordingly they would recommend a final dividend of 2.05p making 3.5p (2.8875p).

OMNIBOARD

Omniboard, of Solihull, has agreed to acquire the business of Board-Print (Barnley), which has mills at Stainland, West Yorkshire, and Romley, Cheshire.

BOARD MEETINGS

The following companies have notified dates of Board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether dividends are interim or final and the sub-divisions shown below are based mainly on last year's timetable.

TODAY

Interim—S&S International, East Rand Gold and Uranium, Gill and Oufus, Norman Hay, Hunting Associated Industries, F. J. C. Lilley, London and Provincial Paper, Stanley Miller, Portsmouth and Sunderland Newsprint, Sphère Investment Trust, Williams and Mitchell.

Finals—Burgess Products, Free State Gold Mines, William Low, Gadvid Mines.

Interim—S&S Industries, Best (Henry), Boots, Coats Brothers, Hambro Investment Trust, Press (William), Threlk, Fuchs, Ramer Textiles.

FUTURE DATES

Nov. 25
Nov. 5
Nov. 13
Oct. 28
Nov. 5
Oct. 30
Oct. 27
Oct. 27
Nov. 6

along by interest receivable—£415,000 last year. The prospective fully-taxed p/e of 19 must have an eye to the ending of next year.

LONDON TRADED OPTIONS

Option	Oct. Closing offer	Vol.	Jan. Closing offer	Vol.	April Closing offer	Vol.	Equity close
BP	300 180	1	168	—	—	—	439p
BP	250 180	1	140	10	150	12	—
BP	200 180	1	110	10	120	4	—
BP	150 180	1	80	115	78	—	—
BP	100 180	1	50	121	78	—	—
BP	50 180	1	20	185	—	—	—
BP	25 180	1	10	28	—	—	166p
BP	10 180	1	5	17	—	—	—
BP	5 180	1	2	16	—	—	—
BP	2 180	1	1	15	—	—	—
BP	1 180	1	1	14	—	—	—
BP	0.5 180	1	0.5	13	—	—	—
BP	0.25 180	1	0.25	12	—	—	—
BP	0.125 180	1	0.125	11	—	—	—
BP	0.0625 180	1	0.0625	10	—	—	—
BP	0.03125 180	1	0.03125	9	—	—	—
BP	0.015625 180	1	0.015625	8	—	—	—
BP	0.0078125 180	1	0.0078125	7	—	—	—
BP	0.00390625 180	1	0.00390625	6	—	—	—
BP	0.001953125 180	1	0.001953125	5	—	—	—
BP	0.0009765625 180	1	0.0009765625	4	—	—	—
BP	0.00048828125 180	1	0.00048828125	3	—	—	—
BP	0.000244140625 180	1	0.000244140625	2	—	—	—
BP	0.0001220703125 180	1	0.0001220703125	1	—	—	—
BP	0.00006103515625 180	1	0.00006103515625	0.5	—	—	—
BP	0.000030517578125 180	1	0.000030517578125	0.25	—	—	—
BP	0.0000152587890625 180	1	0.0000152587890625	0.125	—	—	—
BP	0.00000762939453125 180	1	0.00000762939453125	0.0625	—	—	—
BP	0.000003814697265625 180	1	0.000003814697265625	0.03125	—	—	—
BP	0.0000019073486328125 180	1	0.0000019073486328125	0.015625	—	—	—
BP	0.00000095367431640625 180	1	0.00000095367431640625	0.0078125	—	—	—
BP	0.000000476837158203125 180	1	0.000000476837158203125	0.00390625	—	—	—
BP	0.0000002384185791015625 180	1	0.0000002384185791015625	0.001953125	—	—	—
BP	0.00000011920928955078125 180	1	0.00000011920928955078125	0.0009765625	—	—	—
BP	0.000000059604644775390625 180	1	0.000000059604644775390625	0.00048828125	—	—	—
BP	0.0000000298023223876953125 180	1	0.0000000298023223876953125	0.000244140625	—	—	—
BP	0.00000001490116119384765625 180	1	0.00000001490116119384765625	0.0001220703125	—	—	—
BP	0.000000007450580596923828125 180	1	0.000000007450580596923828125	0.00006103515625	—	—	—
BP	0.0000000037252902984619140625 180	1	0.0000000037252902984619140625	0.000030517578125	—	—	—
BP	0.00000000186264514923095703125 180	1	0.00000000186264514923095703125	0.0000152587890625	—	—	—
BP	0.000000000931322574615478515625 180	1	0.000000000931322574615478515625	0.00000762939453125	—	—	—
BP	0.0000000004656612873077392578125 180	1	0.0000000004656612873077392578125	0.000003814697265625	—	—	—
BP	0.00000000023283064365386962890625 180	1	0.00000000023283064365386962890625	0.0000019073486328125	—	—	—
BP	0.000000000116415321826934814453125 180	1	0.000000000116415321826934814453125	0.00000095367431640625	—	—	—
BP	0.0000000000582076609134674072265625 180	1	0.0000000000582076609134674072265625	0.000000476837158203125	—	—	—
BP	0.00000000002910383045673370361328125 180	1	0.00000000002910383045673370361328125	0.0000002384185791015625	—	—	—
BP	0.000000000014551915228366851806640625 180	1	0.000000000014551915228366851806640625	0.00000011920928955078125	—	—	—
BP	0.0000000000072759576141834259033203125 180	1	0.0000000000072759576141834259033203125	0.000000059604644775390625	—	—	—
BP	0.00000000000363797880709171295166015625 180	1	0.00000000000363797880709171295166015625	0.0000000298023223876953125	—	—	—
BP	0.000000000001818989403545856475830078125 180	1	0.000000000001818989403545856475830078125	0.00000001490116119384765625	—	—	—
BP	0.0000000000009094947017729282379150390625 180	1	0.0000000000009094947017729282379150390625	0.000000007450580596923828125	—	—	—
BP	0.00000000000045474735088646191895751953125 180	1	0.00000000000045474735088646191895751953125	0.0000000037252902984619140625	—	—	—
BP	0.000000000000227373675443230959478759765625 180	1	0.000000000000227373675443230959478759765625	0.00000000186264514923095703125	—	—	—
BP	0.0000000000001136868377216154797393798828125 180	1	0.0000000000001136868377216154797393798828125	0.000000000931322574615478515625	—	—	—
BP	0.00000000000005684341886078773986968994140625 180	1	0.00000000000005684341886078773986968994140625	0.0000000004656612873077392578125	—	—	—
BP	0.000000000000028421709430393869934844970703125 180	1	0.000000000000028421709430393869934844970703125	0.00000000023283064365386962890625	—	—	—
BP	0.0000000000000142108547151969349674224853515625 180	1	0.0000000000000142108547151969349674224853515625	0.000000000116415321826934814453125	—	—	—
BP	0.0000000000000071054273575984674837112426678125 180	1	0.0000000000000071054273575984674837112426678125	0.0000000000582076609134674072265625	—	—	—
BP	0.0000000000000035527136787992337418561333890625 180	1	0.0000000000000035527136787992337418561333890625	0.00000000002910383045673370361328125	—	—	—
BP	0.000000000000001776356839399616870928066692578125 180	1	0.000000000000001776356839399616870928066692578125	0.000000000014551915228366851806640625	—	—	—
BP	0.0000000000000008881784196998084354640333462890625 180	1	0.0000000000000008881784196998084354640333462890625	0.0000000000072759576141834259033203125	—	—	—
BP	0.00000000000000044408920984990421773201666731453125 180	1	0.00000000000000044408920984990421773201666731453125	0.00000000000363797880709171295166015625	—	—	—
BP	0.00000000000000022204460492495210886600833367178125 180	1	0.00000000000000022204460492495210886600833367178125	0.000000000001818989403545856475830078125	—	—	—
BP	0.000000000000000111022302462476054433004166835890625 180	1	0.000000000000000111022302462476054433004166835890625	0.0000000000009094947017729282379150390625	—	—	—
BP	0.0000000000000000555111512312380272165020833429453125 180	1	0.0000000000000000555111512312380272165020833429453125	0.00000000000045474735088646191895751953125	—	—	—

MINING NEWS

Mangula has
setback in
second half

THE South African Messina group's copper-producing subsidiary in Zimbabwe, MTD (Mangula), has suffered a setback in the second half of the year to September 30. A final dividend of only 9 cents (5p) is declared following the interim of 29 cents. The total for the previous year was 27 cents.

Net profits for the full year to September 30 last are higher at \$29.24m (\$6.16m) compared with \$28.51m in 1978-79; the respective earnings per share figures are 46.2 cents and 32.5 cents.

The decline in second half earnings to \$29.24m will have been a result of lower copper prices which on the London Metal Exchange averaged about \$890 per tonne compared with just over \$1,000 in the first half. In addition, metal sales were lower in the second half. Mangula shares were 10p down at 105p yesterday.

ENDEAVOUR'S
GOLD PROSPECT

Australia's Endeavour Resources, in which Bond Corporation has a 42 per cent stake, reports that a full feasibility study has begun at its alluvial gold deposits in Sulawesi, Indonesia. The study is expected to be completed early next year and is being carried out by Utah Exploration.

Lower earnings
for Cominco

BY KENNETH MARSTON, MINING EDITOR

CANADA'S Cominco, the metals and chemicals concern in the Canadian Pacific group, saw earnings decline last quarter to \$29.9m (£10.3m). This brings the nine months' total to \$81.23m, or \$8.90 per share, from \$81.35m in the same period of last year.

Earnings have been affected by production problems at the Trail lead smelter, which lowered lead output and raised costs, and short-term interruptions to production at the Carlsbad zinc plant in Alberta and the Rubiales mine in Spain.

Cominco's lead-zinc producer in the North-West Territories, Pine Point Mines, has produced a lower nine-month profit of \$81.1m against \$84.5m a year ago.

The group's Vestron lead-zinc mine in Greenland also reports lower earnings for the past nine months. They amount to \$36.9m compared with \$31.5m last year.

Pre-tax profits were higher, but Vestron has had to make its first provision for the full amount of concession taxes amounting to \$37.3m against only \$940,000 last time.

St. Joe keeping ahead

DESPITE the fall in lead prices, America's biggest producer of the metal, St. Joe Minerals, is still raising its earnings. Net income for the past nine months has moved up to \$88.6m (\$35.6m) compared with \$68m in the same period of last year.

Mr. John Duncan, the chairman, points out that the good performance reflects "improvements in St. Joe's oil and gas, coal and international minerals businesses which offset the decline in income from lead operations."

OIL AND GAS

Baltimore Canyon gas find

BY GEORGE MILLING-STANLEY

THE WORLD'S largest oil company, America's Exxon, has found gas in the Baltimore Canyon off the coast of New Jersey. The company said that its well on Block 509 flowed gas at a daily rate of 8m cubic feet. The production test of a zone between 12,370 ft and 12,420 ft deep through a 3-inch choke confirms the productivity of a zone which Exxon had earlier said was a potential producer.

The well is about 100 miles east of Atlantic City, and about one mile east of a gas discovery by Texaco on Block 598.

Exxon said that it plans to test a further zone at a shallower depth.

While the latest results are encouraging for Exxon, additional wells will probably have to be drilled in the area to determine whether gas is present in sufficient quantities to justify the cost of bringing it ashore.

FOLLOWING THE failure of Nacelle No. 1, to encounter any significant indications of hydrocarbons, Hartogen Energy has moved the Intairdri rig to its Beldene No. 6 drill site. Nacelle No. 1, in Queensland's Surat Basin, was completed as a water well.

Beldene No. 6 is located about 720 miles north-west of Beldene

No. 5, which flowed gas at a rate of 7.6m cubic feet per day, and almost 1,500 miles north-west of the discovery well Beldene No. 1, which flowed gas at 8.2m cfd.

The estimated total depth of Beldene No. 6 is 4,800 ft. Working interests are: Hartogen Energy 50 per cent, Australian Aquitaine Petroleum 25 per cent, Alliance Mineral Australia 12.5 per cent and Cluff Oil (Australia) 12.5 per cent.

The interests are subject to royalties totalling 14.65 per cent and in addition Australian Oil and Gas Corporation has a 10 per cent net profit interest.

UK COMPANY NEWS

London
Sumatra
slightly
lower

Pre-tax profits of London Sumatra Plantations amount to \$4.55m in the first six months of 1980 compared with \$4.47m in the same period last year, but after a lower tax charge of \$1.87m against \$2.03m, net profits show an improvement from \$2.65m to \$2.68m.

The interim dividend is being maintained at 2p—last year's total was 8p from pre-tax profits of \$3.82m. Earnings per 10p share for the first half are stated at 15.8p against 15.35p.

Turnover amounted to \$9.07m (\$8.63m). Harvested crops (in '000 kgs) in Indonesia and Malaysia show rubber 9,100 (9,200); palm oil and kernels 21,900 (19,900); tea 606 (480); coffee 70 (130) and cocoa 170 (130).

Harrison and Crossfields, the plantations and industrial group, has a 45.9 per cent stake in London Sumatra.

Continental
Union Trust
at £822,000

Pre-tax revenue of Continental Union Trust Co. for the half-year to September 30, 1980, improved from £889,285 to £921,855 and the interim dividend is being stepped up to 2p net (1.75p) as forecast to reduce the disparity between interim and annual payments.

Last year a second interim of 4.25p was paid in lieu of a final from taxable revenue of £1.8m. Tax for the six months took £368,880, compared with £227,884, and net assets per 25p share are given as 194p (152.7p as at March 31, 1980).

Medens Trust
new business
at good level

Mr. Alford Collins, chairman of Medens Trust, financier, told the annual meeting yesterday that despite higher interest rates, new business had continued at a very satisfactory level since his report in August.

On prospects for the current year, he said that a policy of keeping borrowing and lending closely in line should enable the group to maintain last year's record profitability. But he added: "This policy may also have a stabilising influence on our rate of growth when interest rates begin to fall."

Pre-tax profits of this unquoted company were £747,080 (£638,153) in the year to June 30, 1980.

In Brief

HTV GROUP (TV programme contractor for Wales and the West of England and fine art dealer)—Results for the year to July 31, 1980, announced September 26, shareholders' funds £11.33m (£9.8m), bank loans (secured) £300,000 (£1.1m), bank overdrafts (unsecured) £2.53m (£2.14m). Meeting: The Television Centre, Cardiff, November 13, 12.30 pm.

STEWART AND WRIGHT (baker and confectioner)—Results for the year to March 23, 1980, £17,851 (£19,140). Turnover £2.29m (£7.06m). Tax paid £37,212 (£3,274). Extraordinary dividend of 2.5p (2.34p). Figures are not truly comparable as the hotel operations ceased in April, 1979, and since then the company has been in receipt of rental income from the hotel property. During the year the company's properties were revalued at £353,000.

MURRAY GLENDEVEN INVESTMENT TRUST—Results for year to July 31, 1980 already known. Shareholders' funds £15.31m (£12.38m). Investments, £20.62m (£15.45m). Unrealised capital gains, £6.94m (£4.06m). Chairman says it is intended to maintain a balanced international portfolio, based primarily in UK and the U.S. with significant interests in Japan, Far East, Australia and Europe. To increase linked income, proportion invested in UK is likely to be increased. Meeting, Glasgow, November 10 at 2.30 p.m.

CANTONS (furniture, carpets and bedding)—Results for year to April 28, 1980 already reported. Shareholders' funds £4.44m (£4.76m). Bank overdraft, £284,073 (nil). Bank loans £2m (same). Chairman states that first-half of financial year started badly and, along with other retailers, company is suffering from the prevailing economic conditions. It is hoped that alterations which company has made, and others which are contemplated will better equip it to fight its way out of present recession. Meeting, Sheffield, November 26 at noon.

GRIPPERHODS HOLDINGS (carpet underlays, fittings and accessories double glazing and home improvement products)—Results for year to April 30, 1980 already reported. Shareholders' funds £2.94m (£2.37m). Stock and work in progress, £3.34m (£1.82m). Bank overdraft, £1.28m (£4,011). Short term loan, £45,126 (nil). Proposed to increase borrowing limit to agree to a paid-up capital and reserves. Also proposed is appointment of associate directors. Meeting, Merham, Sussex, October 27 at 11 a.m.

STODDARD HOLDINGS (carpets)—Results for year to May 31, 1980 already known. Shareholders' funds £2.77m (£1.39m). Bank overdraft, £4.98m (£3.2m). Stocks £8.5m (£8.75m). Meeting, Esher, Surrey, November 12 at noon.

PARKER KNOLL GROUP—Results for the year to July 31, 1980 announced September 30. Shareholders' funds £22.77m (£11.39m). Bank overdraft, £41,000 (nil). Balances at £227,000 (£176,000). Historic pre-tax profit of £3.58m (£2.53m) reduced to £2.72m (£2.02m) on a CCA basis. Meeting, The Town Hall, Queen Victoria Street, High Wycombe, November 14, 12.30 pm.

CHAMBERS AND FARGUS (lead crusher and oil refinery)—Results for the year to June 28, 1980, announced September 16. Shareholders' funds £1.2m (£1.05m). Bank overdraft, £128,882 (£338,592). Cash in hand £52 (£445). Meeting: Wincoburn, Hull, November 14, noon.

Hoveringham rises
mid-term but warns
about second half

ALTHOUGH taxable profits of Hoveringham Group showed a modest rise from £1.09m of £1.59m in the first half of 1980 the advance was not as great as the board had hoped for from a substantial increase in turnover—up by almost £10m to £37.53m.

The chairman, Mr. G. H. C. Needler, says signs of the deepening recession were already becoming apparent at the time of his annual statement in early June.

He says an encouraging first quarter did not mislead the board and since then the effects of lower volumes, increased costs and high interest rates have seriously curtailed profits.

The consequences for the construction-related sectors of the group's business were inescapable and there is a limit beyond which internal economies can help to balance their impact, the chairman warns.

The second six months are not going to be any easier for the group. There are too many uncertainties to hope for an improvement, but the company should remain profitable and

will maintain its dividend, comments Mr. Needler.

He says he sees the country in deep recession for at least the next 12 months but the group intends to maintain its competitiveness and efficiency. Some rationalisation, with unavoidable redundancies, has already taken place.

The directors are paying a same-again interim dividend of 0.8875p net—last time a final of 2.1p was paid from taxable profits of £3.8m.

Interest charges paid less received rose sharply in the half year from £867,000 to £1.4m and depreciation advanced to £2.6m, compared with £1.37m a year earlier.

Tax took £497,000 (£338,000) leaving a net surplus of £895,000 against £751,000 and stated earnings per 25p share of 4.53p (3.89p)—excluding extraordinary items which amounted to £116,000 (£7,000). Retained profit improved to £339,000 (£358,000).

Hoveringham operates quarries which produce gravel, sand, limestone and granite. It also produces ready mixed concrete and is in transport, waste disposal, leisure and insurance.

Greenbank Ind. plunges

PRE-TAX profits of Greenbank Industrial Holdings, engineer and property developer, plunged from £841,057 to £453,098 in the half-year to June 30, 1980. Turnover was also lower at £4.59m compared with £4.6m.

The board says that although cuts have been made and continue to be made in production capacity and overhead expenses, it is difficult to see much improvement in profitability in the second half.

There was a tax charge of £252,500 (£437,299). The interim dividend is cut from 0.6p to 0.45p net—last year's total was 1.34p from pre-tax profits of £2.09m (£2.23m).

Improvement by
Smith St. Aubyn

The board of Smith St. Aubyn and Co. (Holdings) announces that earnings for the period April 5, 1980, to September 30, 1980, were considerably greater than those for the same period last year. The interim dividend is raised from 3.5p to 4.5p net.

For the year to April 5, 1980, this investment holding company with interests in discount broking and banking, paid a final dividend of 4.5p. Profits for the period were down from £1.5m to £1.1m, after tax.

Jessel Toynbee
back in profit

The first half of the year to April 5, 1980, has produced a very satisfactory profit, say the directors of Jessel, Toynbee and Company, discount house. There was a loss in the corresponding period last year, and a net deficit for the full 12 months of £50,000.

The interim dividend is repeated at 1.75p net—last year's final was 2.875p.

APPOINTMENTS

ICI group posts

Mr. R. N. Hodge, deputy chairman of the Mond Division of IMPERIAL CHEMICAL INDUSTRIES, has been appointed ICI's general manager, personnel (operations) from April 1, 1981. Mr. Hodge joined ICI in 1956. He succeeds M. J. P. M. Bell, who will retire at the end of March next year. Dr. J. F. Watt, exploration and development manager, ICI Petroleum Services, is to become a director of Petrochemicals Division from April 1. Dr. Watt has been with ICI since 1955.

Mr. Y. Shinozaki has been appointed joint managing director of the SUMITOMO MARINE AND FIRE INSURANCE COMPANY (EUROPE) in succession to Mr. T. Onoda. Mr. M. Ota has joined the board. Mr. D. N. Vermont continues as the other joint managing director.

Mr. Barry James has been appointed a local director of the London North Western District of BARCLAYS BANK.

INTERNATIONAL ENERGY BANK has appointed Mr. David M. K. C. Jones as a senior vice-president, and Mr. Robert I. Coleman, a vice-president, both within the bank's corporate finance department.

Mr. Terry A. Iggo has joined S. W. FARMER AND SON as sales director, responsible for structural steel sales. Mr. Shaun Clark has relinquished his position as resident manager in Bahrain and has become export sales manager at London office. Mr. Peter Hulme has joined FARMER INTERNATIONAL INC. as managing director and that company will operate from Maidstone, Kent.

Mr. Peter F. Landless has been appointed vice-chairman of the LEA MANUFACTURING COMPANY OF ENGLAND and vice-president in charge of European operations for the Lea Manufacturing Company Inc. of the U.S. Mr. Brenda E. Anderson has become managing director and chief executive officer of Lea Manufacturing England.

Mr. Peter Frederick Davis has been appointed a director of PETER BROTHERHOOD.

Mr. D. F. Craddock has been elected to the board of SELTECH EQUIPMENT, Bourne End.

Mr. Patrick McGrath Jr. has been appointed to the board of WATERFORD GLASS.

Mr. J. P. Ford, managing director of International Joint Ventures, has been appointed a vice-president of the HISPANIC

AND LUSO-BRAZILIAN COUNCIL (CANNING HOUSE).

Mr. Derek Hill has joined GIRDLESTONE, Woodbridge, Suffolk, as company secretary. He previously held the post of finance director and company secretary with Protim Services, a subsidiary of the Fosco Minipac group. His responsibility at Girdlestone will embrace both finance and administration.

Mr. Joel Joffe, a founder director of the Swindon-based Hambro Life Assurance group, has been appointed chairman of GREAT WESTERN RADIO. GWR, which is representative of business, professional and community interests from the West Wiltshire area, will apply for the franchise to operate an independent local radio station, and if successful, would expect to start broadcasting by early 1982.

Mr. Jonathan M. Reuvil has been appointed director—European operations of ASSOCIATED SPRING, Barmen Group Inc. In his new position, Mr. Reuvil is responsible for the company's manufacturing operations in Europe, including facilities in Redditch, Worcestershire; Monstera, Sweden; Amsterdam, the Netherlands and Beuren, West Germany. He is based at Associated Spring European headquarters in London.

Mr. Neil E. F. Harris has been appointed managing director of DAVENPORTS BREWERY (HOLDINGS), having been a director of the trading company, Davenport Brewery.

Mr. Ashley West has been elected a second vice-president and Mr. Richard Briffett has been elected an accounting officer in the controller's division of CONTINENTAL ILLINOIS NATIONAL BANK AND TRUST COMPANY OF CHICAGO. Mr. M. Wilson Snyder has been elected a vice-president. Mr. Snyder is manager of operations for both Continental Illinois and its merchant bank, Continental Illinois. Mr. Andrew Vandeyas has been elected a vice-president in the commercial banking services department. He is responsible for the bank's ship financing activities in the London-based Greek shipping market and with the French shipping companies. Mr. Andrew Moody has been elected a banking officer in the multinational banking services department. He is responsible for UK subsidiaries of U.S., French and West German multinational companies.

Mr. C. E. Derbyshire has been appointed a manager of BARING BROTHERS AND CO.

This announcement appears as a matter of record only



GREATER LONDON COUNCIL

£20,000,000
MEDIUM TERM LOAN

Lead Managers

HILL SAMUEL & CO. LIMITED
AMSTERDAM-ROTTERDAM BANK N.V.
SOCIÉTÉ GÉNÉRALE BANK LIMITED

Managers

Banque de Paris et des Pays-Bas
Bayerische Landesbank Girozentrale
Berliner Bank Aktiengesellschaft
Creditanstalt-Bankverein
Hessische Landesbank - Girozentrale

Co-Managers

Bank Bumiputra Malaysia Berhad

Provided by

Banque de Paris et des Pays-Bas
Creditanstalt-Bankverein
Hill Samuel & Co. Limited
Amsterdam-Rotterdam Bank N.V.
International Commercial Bank
Dresdner Bank AktiengesellschaftBayerische Landesbank Girozentrale
Hessische Landesbank - Girozentrale
Bank Bumiputra Malaysia Berhad
Bank of China
UBAF Bank Limited
Société Générale Bank Limited

Agent Bank

HILL SAMUEL & CO. LIMITED

Introduced by

SATURN MANAGEMENT LIMITED

September 1980

INTERIM REPORT

Points from the Report to Members for six months ended 31 July 1980

- Group loss on trading for the six months to 31 July 1980 amounted to £2.5 million. With much increased financing costs the loss after interest was £4.5 million compared with a profit of £4.14 million for the same period last year. The loss of profit arising from the effects of the B.S.C. strike early in the year was £2.4 million and trading losses have also been increased by £750,000 of redundancy costs resulting from action taken to reduce operating costs in line with lower activity levels.
- The demand for engineering quality steels did not recover following the settlement of the steel strike as customers reduced their stocks in response to lower levels of trading: and competition has been so intense that steel is now being sold at much reduced prices.
- Our metal forming interests were affected by weak demand in the tractor and motor industries and our foundries in particular operated well below capacity throughout the period.
- De-stocking in the High Street adversely affected our furniture companies, but Slumberland made some progress in the development of an improved product range. Our plastics interests achieved satisfactory results.
- In view of the results for the first half of the year and the uncertain climate which is facing the Group, the Board does not feel it appropriate to declare an interim dividend.

	Six months to 31 July	Full Year
	1980	1979
TURNOVER	£93,539	£97,800
PROFIT/LOSS (—) BEFORE TAXATION	£4,468	£4,142
TAXATION	62	572
PROFIT/LOSS (—) AFTER TAXATION	£4,530	£3,570
ORDINARY DIVIDENDS	—	962
	1979/80	
TURNOVER	£193,822	
PROFIT/LOSS (—) BEFORE TAXATION	£6,563	
TAXATION	1,012	
PROFIT/LOSS (—) AFTER TAXATION	£5,551	
ORDINARY DIVIDENDS	2,288	

The results for the first half of the year demonstrate the harsh effects of current economic policies being pursued by the Government coupled with the effects of the present recession. The private sector is bearing a great burden imposed by over valued sterling, high interest rates and ill disciplined Public Sector spending. Strenuous efforts are being made to reduce costs and to improve competitiveness. By the end of the financial year the Group will have reduced manpower, in the U.K., by over 1,600 employees to 6,000 in total. These redundancies have already been announced and will result in a further cost of £800,000 being charged against trading in the second half of the year, together with £1 million of reorganisation costs to be included in the accounts as an extraordinary item. However in a capital intensive industry such as steel, the maintenance of a volume base and sensible pricing structure is crucial, particularly so since the Private Sector of the Steel Industry does not have recourse to the public purse to fund its losses.

The outlook for the remainder of the year is not at all clear with the underlying level of activity in the economy being confused and the consumption base continually eroded. So far the second half of the year has seen a further deterioration in trading conditions. Demand in our steel works is extremely low and whilst there are small improvements in other sectors of the Group, further losses are inevitable until the return of a more viable level of demand and realistic price levels in the U.K. economy. It is disturbing that as a company that has invested substantially over the past few years, when some sections of industry have been properly criticised by Government and Trade Unions, we find ourselves in a position of having excellent and well managed facilities that are dramatically underutilised.

Copies of the full Report will be sent to all Shareholders and to Debenture and Loan Stockholders. Further copies are available from The Secretary, Dupont Limited, Dupont House, Edgbaston, Birmingham B15 2JU.

Shareholders of Companies operating in the steel industry are urged to consider the impact of the steel industry on the economy and the manufacturing sector.

Court starts process of winding up Manufrance

BY TERRY DODSWORTH IN PARIS

THE LONG drawn-out attempt to rescue Manufrance, the French mail order and manufacturing company, bit a new and possibly fatal reef yesterday, when a Saint-Etienne commercial court put its operating unit into liquidation.

The decision comes only three weeks after most of the parties involved in the effort to refloat the group were convinced that an offer of fresh funds was on the way from a group of Swiss banks.

This lifeline, preferred by M. Claude Dumas, a virtually unknown Bordeaux businessman who has since run into heavy suspicion in the French Press, gave way yesterday when the court announced that the promised FFr 300m (\$71.4m) had not been seen.

With M. Dumas failing to turn up at the Tribunal and explaining the position, the court has effectively gone ahead with the first step in what could be a complete winding-up of the company. Its liquidation order refers only to the Societe Nouvelle Manufrance (SNM), a company which was created by the court to run the manufacturing operation under a leasing arrangement.

The legal position of the 1,800 work force under this leasing contract is not clear, although it was suggested yesterday that they would be quickly made redundant. But it is clear that the unions, particularly the Communist-led CGT, which has made the Manufrance situation into a rallying point for the protest movement against the Government's industrial policy,

will continue to fight to maintain the organisation in being. Attention will now switch to the original Manufrance, which is still in being as a set of assets being held under a French receivership arrangement. This organisation has debts of FFr 450m (\$107m) and was being maintained while there was hope that SNM would become viable and raise the money to take on the liabilities.

With this strategy now lying in ruins, the process has been set in motion for the liquidation of the original group. But there is still a prospect of another rescue operation being mounted under the direction of M. Bernard Tapie, a young Paris entrepreneur. M. Tapie is something of a specialist in taking on

failed companies who sprang to fame when he persuaded the former Emperor Bokassa of Central Africa to sell his French property to him for charitable funds.

The question is whether M. Tapie, who has only a slim industrial background, will have the authority to convince the strong political elements involved in Manufrance, notably the Communist-led City Council at Saint-Etienne, that he has the weight to run the company.

His rescue plan involves a fairly radical re-organisation of the group, along with some asset sales, whereas the mayor of Saint-Etienne, M. Joseph Sanguedolce, has made it clear that he wants to keep the organisation intact.

New chairman for Ogem

BY CHARLES BATCHELOR IN AMSTERDAM

OCEM, the troubled Dutch trading and construction group which has seen a series of rapid boardroom changes over the past year, is to appoint a new permanent chairman. Dr. Benk Mathot, 61, at present president of the Cehave agricultural co-operative will take over the chairmanship "very shortly."

Since Ogem's difficulties forced the retirement of the previous chairman, Mr. Berend Udink, in February, the company has had an acting chief executive, Mr. Frans Van Berkel. He will now become vice-chairman of the five-man managing board.

Ogem reported a net loss of Fl66m (\$35m) on sales of

Fl 1.7bn in the first half of the year and recently announced plans for a far-reaching re-organisation. Its troubles arise from the unsatisfactory performance of a number of operating units and the failure of a planned expansion in the building sector.

Public issues on the Amsterdam bond market raised Fl 8.13bn in the first nine months of 1980, 36 per cent more than the Fl 5.98bn raised in the same 1979 period.

The Dutch state raised Fl 5.22bn, up from Fl 3.31bn. Other public sector borrowers accounted for Fl 251m, against Fl 175m.

Matra and VDO shelve watch project

By David White in Paris

A FRANCO-GERMAN project aimed at providing a fresh European challenge in the world watch industry has been shelved for three years, according to M. Jean-Luc Lagardere, chairman of the French partner, Matra.

The French missiles and electronics group agreed in January to pool its watch interests with those of the West German VDO group. VDO and Matra between them control Jaeger, the leading French company in the field. A number of other French watch companies have been regrouped under Jaeger in a government-supported attempt to streamline and modernise the sector.

M. Lagardere said the decision to postpone the link-up with VDO's other interests came as a result of poor market conditions and intense competition from Asian producers. He denied, however, that there was any fundamental disagreement between Matra and VDO and said that the two groups would maintain their technical links.

The joint group would have had annual sales of about FFr 800m (\$190m). The Jaeger group's sales have been stagnating at about FFr 530m a year, and one of the units, JAZ, has been suffering heavy losses.

Matra has also been facing problems in its car body business, where sales fell back by 20 per cent last year. But business is expected to pick up over the next few years following the launching of a new car powered by a Talbot engine.

Matra's overall turnover is expected to climb to FFr 6bn this year from last year's FFr 4bn, and to reach FFr 9.3bn in 1983. Profit growth this year is expected to be modest, however, with parent company results of about FFr 200m, compared with FFr 130m last year.

Its military division is expected to expand its sales to FFr 2.2bn from FFr 1.8bn and the order book is put at FFr 9.5bn. Over the next three years the company is expecting annual growth of 25 per cent in this sector.

Matra's investment programme between 1980 and 1982 is set at FFr 2.3bn. M. Lagardere said it would need to raise FFr 1bn to help finance the programme.

Italian TV maker put in liquidation

FLORENCE—Emerson Electronics, the leading Italian maker of television sets in which Japan's Sanyo holds a minority interest, has been placed in liquidation as a result of rising losses and 35,000 unsold television sets in its stocks.

Sig. Guido Borghet, the Italian industrialist chairman of Emerson and the largest shareholder, said that the decision to liquidate the company was made after the Japanese partner refused to underwrite a planned increase of the registered capital for covering losses. Sanyo purchased a 24 per cent interest in Emerson Electronics in 1977.

The company, which employs 700 workers, recently reported that its losses in the current fiscal year already exceeded the total capital value of L4.57bn (\$5.2m). Emerson was also in the red in 1979, when its indebtedness climbed to L6.65bn from L4.97bn in 1978.

Strong gain by South African cement group

By Jim Jones in Johannesburg

ONE OF South Africa's three largest cement producers, Pretoria Portland Cement (PPC), has gained strongly from higher activity in the country's construction and building industries. It has also been helped by an increase in cement prices granted in April. On a current cost accounting basis, pre-tax profit rose to R42.3m (\$56.45m) in the year to September 30, against R30.7m in the preceding year. Turnover was 28.1 per cent higher at R176.7m (\$235.91m).

Although cement exports of 128,000 tonnes were lower than 1979's 176,000 tonnes, domestic sales rose from 2.7m tonnes to 3.1m tonnes. As the company was able to utilise production capacity more fully, cement manufacturing increased its fixed profit contribution to R13m from R8m in 1979, on a 27 per cent turnover increase from R87m to R110m.

The lime division raised turnover by 29 per cent to R49m and taxed profit, calculated on a current cost basis, by the same percentage to R9m.

A total dividend of 47 cents has been declared from earnings per share of 134.7 cents. In 1979, earnings were 90.2 cents and dividends 35 cents. PPC is 53.8 per cent owned by Barlrow Rand and its subsidiaries.

BORROWER PROFILE

Spreading the risk far and wide

BY PETER MONTAGNON

WITH NET public sector foreign borrowing of only about \$400m this year, Costa Rica is hardly one of the most active customers of the Euromarket banks. But it is an unusual case for a small developing country insofar as it has not been afraid to borrow in the bond markets as well as the Eurocredit market.

Despite substantial economic difficulties at home, it has this year tapped the German, Swiss and dollar sectors of the bond market, although the issues in the latter two currencies were both floating rate notes. Next year Costa Rica plans to broaden the experiment to the Samurai bond market.

Its experience shows that it is possible for a small developing country to diversify its external funding away from straight bank loans, but with the caveat that in present market conditions such a possibility is still strictly limited.

Where floating rate notes are concerned, the issues are in some ways little more than disguised Eurocredits. The notes only have a real interest for banks, but because they are available in smaller denominations than Eurocredit participations they can find their way into smaller banks that would not necessarily become involved in Eurocredit syndication.

At the same time, by floating such issues Costa Rica is slowly establishing a presence in the bond market. Over time this might open up the possibility of issuing a fixed rate Eurobond that would be bought by institutions, especially as the yield would be much higher than those available from established top grade borrowers.

This would be a great step forward in the recycling process as it would be a form of borrowing that does not end up by bloating bank balance sheets.

Costa Rica has already floated a straight bond in the DM sector. The issue was moderately successful but this depended both on lucky timing and careful structuring by the lead manager, DG Bank.

It was floated with a coupon of 10 per cent just after the recent German elections. At that time the market was enjoying

maturity to allow the bonds to be fully underwritten by a group of banks actually willing to take some of the paper into their own portfolios. It also has to yield enough over other bonds to attract domestic retail investors.

Considering some of the economic difficulties faced by Costa Rica, the bond experiment can still, however, be said to have paid off in a remarkable way.

Despite a fairly low debt service ratio by Latin American standards of around 25 per cent,

Costa Rica's success in overcoming this problem is in part due to a concerted public relations effort—a very important tactic for any new borrower on the bond markets. This effort stresses the distinction between politically troubled Nicaragua and the long history of political stability in Costa Rica.

At the same time Costa Rican officials are at pains to point out that the country is having some success in tackling its economic problems. Its current account deficit next year should be reduced to \$485m with the help of a devaluation in September which raised the price of the dollar to Costa Rican importers to Colons 10.80 from Colons 8.60 previously.

The budget deficit is being steadily reduced as a proportion of GDP so that this year it will stand at 9.6 per cent of GDP compared with 12.7 per cent last year. The proportion will decline further to 6.4 per cent in 1981.

This improvement will form the basis of new negotiations with the IMF which is to send a mission to San Jose next month. The fund has already indicated to Costa Rica that it will be able to draw 600 per cent of its SDR 41m quota during the years 1980-83.

The worst of its economic problems do seem to be over, but one further factor helping the country's credit rating is that it is not as heavily dependent on imported oil as some other developing countries.

TOTAL PUBLIC SECTOR FOREIGN DEBT

	1974	1977	1978	1979	1980*
\$m	651	831	1,043	1,396	1,796

ESTIMATED SERVICE REQUIREMENTS

	1979	1980	1981	1982	1983
Interest \$m	93†	150	95	86	77
Principal \$m	121†	112	123	114	110

* Estimated † Actual

Source: Costa Rica Finance Ministry

an upswing and the high yield was very attractive to domestic German investors who are thought to have bought almost half the issue.

This was a very important factor as institutional buyers of German bonds are still generally somewhat reluctant to commit funds to such an exotic name. It is estimated that they took only around one-quarter of the DM 50m total, leaving about another quarter in the hands of the underwriting banks.

In Germany, therefore, such an issue still has to be small enough and of short enough a

Costa Rica has a very low level of international reserves, estimated by the IMF as of June at a total of only SDR \$2m, while imports are running at about \$1.5bn a year. It is also running a current account deficit this year of \$625m compared with \$73m in 1979.

Moreover, Costa Rica has not drawn on an SDR 71.5m credit arranged with the IMF in March because it was unable to meet fund conditions with regard to a reduction in its budget deficit.

Add to this the fact that many investors tend to lump all of Central America into one

Pakistan airline sells its 20% stake in Air Malta

BY GODFREY GRIMA IN VALETTA

PAKISTAN International Airlines (PIA) has transferred its 20 per cent shareholding in Air Malta to the Maltese Government, ending a partnership which started in 1973 with the formation of Air Malta with a capital of M£750,000 (\$2.2m).

The share transfer makes the absolute owner of Air Malta except for a 3.6 per cent interest held by a Maltese travel corporation, Cassar and Cooper. PIA's withdrawal from Air Malta follows the original agreement which gave the Maltese Government the option of buying out PIA after the first five years.

PIA has played a significant role in the development of Air Malta, which is one of the few airlines in the developing world to consistently achieve substantial profits. For 1978-79 Air Malta netted a final profit of M£591,500.

The Maltese airline is considering purchasing its own aircraft from either Boeing or McDonnell Douglas.

Due to increasing traffic and a need to utilise more economic aircraft, Air Malta recently signed a lease agreement with Transavia of Holland covering three 737s, the first of which is scheduled to be delivered in November.

Sea Malta expects to strengthen current profit levels as a result of a cargo-sharing accord with various European lines which shortly come into force. With the creation of three new liner conferences between Sea Malta and European shipping companies operating on the Malta route, Sea Malta will be able to carry 50 per cent of the cargo entering or leaving the island.

U.S. \$100,000,000
National Westminster
Finance B.V.
(Incorporated in The Netherlands with limited liability)

Guaranteed Floating Rate Capital
Notes 1992
Convertible until 1986 into 10 per cent Guaranteed Capital Bonds 1992



In accordance with the provisions of the Notes, notice is hereby given that for the initial six months interest period from 23 October, 1980 to 23 April, 1981 the Notes will carry an Interest Rate of 13 1/4% per annum. The interest payable on the relevant interest payment date, 23 April, 1981 against Coupon No. 1 will be U.S. \$345.99

By The Chase Manhattan Bank, N.A., London
Agent Bank

The Laird Group Limited

has acquired the assets of

New York Twist Drill Corporation

We served as financial adviser to The Laird Group Limited and assisted in the negotiations.

WARBURG PARIBAS BECKER
INCORPORATED

A.G. BECKER INCORPORATED

October 1980

This announcement appears as a matter of record only.

U.S. \$50,000,000

Revolving Credit and Medium Term
Loan Facilities



CENTROMIN-PERU
Empresa Minera del Centro del Peru

Provided by

Crocker National Bank

Agent

Crocker National Bank

July, 1980



بیموترا مالیزیا برحد
BANK BUMIPUTRA MALAYSIA BERHAD
U.S. \$30,000,000
FLOATING RATE NOTES 1984

For the six months
23rd October, 1980 to 23rd April, 1981

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 13 1/4 per cent, and that the interest payable on the relevant interest payment date, 23rd April, 1981 against Coupon No. 4 will be U.S. \$69.51.

Agent Bank: Morgan Guaranty Trust Company of New York, London

Weekly net asset value



Tokyo Pacific Holdings (Seaboard) N.V.

on January 1, 1980: US \$48.39

on October 20th, 1980: US \$91.82

Listed on the Amsterdam Stock Exchange

Information: Pierson, Hidding & Pierson NV,
Herengracht 214, Amsterdam.

VONTBEL EUROBOND INDICES

	21.10.80	14.10.80	AVERAGE YIELD	21.10.80	14.10.80
DM Bonds	84.41	85.06	DM Bonds	8.815	8.872
U.S. \$ Bonds	84.07	85.06	U.S. \$ Bonds	10.101	10.043
U.S. \$ Str. Bonds	88.31	88.31	U.S. \$ Str. Bonds	11.944	11.808
Can. Dollar Bonds	89.57	89.57	Can. Dollar Bonds	12.302	12.434

INTL. COMPANIES

New Zealand's major industrial groups to merge

BY DON HATWARD IN WELLINGTON

THREE OF New Zealand's largest industrial giants are to merge. Challenge Corporation, Fletcher Holdings, and Tasman Pulp and Paper surprised the New Zealand commercial world yesterday with the announcement. The total funds employed will have a book value of about NZ\$1.7bn.

Challenge made net profits of NZ\$22.5m (US\$32m) in the year to June, on turnover of NZ\$1.21bn. Total assets at the year end stood at \$761.8m. In the year to March, Fletcher made net profits of NZ \$53m on turnover of NZ \$620m and in the same year at profits of Tasman of NZ \$22m on turnover of NZ \$208m.

The new company will be known as Fletcher Challenge. Mr. Ron Trotter, head of Challenge as the new chairman and chief executive. Mr. Hugh Fletcher, aged 34, will be managing director and Sir James Fletcher will be president of the new group. A major factor behind the merger was the companies' belief that they needed to achieve co-ordinated strength in the forestry and wood products area to take advantage of future growth opportunities. All three companies have large interests in forestry, paper, and pulp manufacturing.

Fletcher and Challenge already own 85 per cent of Tasman. All three were known to have aspirations to extend their involvement in forestry and the merger will provide backing for expansion. The first action of the new company will be to buy a fourth newsprint machine, costing NZ\$200m for the Kawerau paper plant, Mr. Trotter announced. The group will operate in wood products and forestry, steel and building materials, aluminium, finance and computers, agricultural trading, farm management and live stock purchasing, and general manufacturing.

A new holding company will issue 50 cent shares on the basis of 18 shares for every nine shares held in Challenge, 23 shares for every nine shares held in Fletcher, and 21 shares for every nine shares held in Tasman. The merger will make Fletcher Challenge the largest industrial operation in New Zealand. The three companies were already in the top five industrialists in the country. The strength of the merged group is reflected in the fact that the NZ\$200m outlay for the new paper machine is the largest single investment ever by any New Zealand group. At today's rates the machine will earn NZ\$70m a year in foreign exchange.

Pre-tax earnings at Nedbank top R100m

BY JIM JONES IN JOHANNESBURG

NEDBANK, South Africa's third largest banking group, has become the country's first bank to report pre-tax earnings of more than R100m. Pre-tax earnings for the year to September 30, were R100.2m (\$133.6m) against R72.3m in 1979-80. After tax and minorities, attributable operating income was R67.4m, against R47.4m.

Though the group did not disclose its end-September balance sheet with the preliminary profit announcement, it has revealed that over the year total assets rose by 24 per cent to R4.6bn (\$6.1bn).

Unlike other banks, Nedbank has traditionally kept well within the statutory 18.7 to 1 liability ratio. The major constraint on the bank lay in credit ceilings imposed by the South African Reserve Bank. Since these were removed entirely a few months ago, Nedbank is confident that the group has scope to grow strongly during the current year. In the past, Nedbank has relied to a greater extent than its competitors on wholesale funds, rather than on deposits from customers.

Though the group has no intention of increasing significantly the number of its commercial banking outlets, the management indicates that customer deposits have increased strongly in the past year.

In contrast with competing banks, which have tended to move increasingly into the hire purchase field, Nedbank has tended to view that market with scepticism. It feels that, though gross margins are high on hire purchase business, net margins are not inherently more attractive than on other banking operations. In addition, hire purchase divisions tend to be labour intensive and, therefore, not altogether suited to Nedbank's relatively lean staffing.

In part, the management bases its confidence of a further strong earnings advance this year on the fact that loans for major industrial capital spending projects were announced in the past couple of years are only now starting to be drawn down. In addition, the bank's branches are reporting increasing demand for advances from companies seeking working capital to fund rising stock levels.

A total dividend of 38 cents has been declared from earnings per share of 76.4 cents. This compares with a dividend of 27 cents and earnings of 62 cents in 1979. It is the bank's policy that dividends should be twice covered by earnings.

TNT and Bell take interest in Belgian line

By James Forth in Sydney

TWO AUSTRALIAN transport groups, Thomas Nationwide Freight (TNT) and Bell Freight Lines, have each bought an 11.1 per cent interest in the big Belgium shipping group, ABC Container Line from ABC Vervaeke. The ABC operates a bulk carrier-container shipping fleet which operates an around-the-world service between Europe, Australia and New Zealand, the Gulf of Mexico and back to Europe.

It is believed that one of the conditions required by TNT before it would buy into the line was that ABC would not operate out of the Australia-New Zealand route and compete with TNT's 50 per cent owned Union Steam.

TNT and Bell are thought to have an option to raise their interest in ABC to 50 per cent over the next two years. It is the first time that TNT, headed by Sir Peter Ables, and Bell, headed by Mr. Robert Holmes, have acted together. Bell has been building up a stake in TNT and now owns close to 10 per cent of the capital.

Danot buys German stake in Israel Corporation

BY L. DANIEL IN TEL AVIV

DANOT, the investment company formed two years ago by a group of leading Israeli industrialists, has reached agreement with a group of investors in Germany to buy out their share in The Israel Corporation for \$14.5m.

The purchase of 15m cumulative preferred shares of \$10 each will, after conversion into ordinary shares, give Danot 27 per cent of both the stock and the voting rights in the corporation. The next largest group of shareholders, with 11 per cent, is headed by Baron de Rothschild of Paris, who was consulted before the deal and welcomed it.

The Israel Corporation (which has no quoted shares) was founded in the late 1960s to

Business and Investment Opportunities

READERS ARE RECOMMENDED TO TAKE APPROPRIATE PROFESSIONAL ADVICE BEFORE ENTERING INTO COMMITMENTS

Plastics - Packaging - Building Materials

Successful Public Company with funds for expansion seeks to acquire a UK Company with a specialist involvement in any of the above sectors.

Companies with current pre-tax profits of about £250,000 or above and interested in enhancing their performance within a de-centralised structure are invited to reply in complete confidence to the Companies Advisors T. N. Page, Dearden Farrow, 1 Serjeants Inn, London EC4Y 1JD.

HOUSEBUILDING COMPANIES WANTED

Heron Corporation, through their subsidiary Heron Homesteads, are interested in buying existing, private housebuilding companies.

Candidate companies will be:

- Located and active in the Home Counties and Southern England, Medium sized,
- Holders of adequate land banks,
- Have management wishing to continue and expand with the support of a major company.

Interested parties should write in absolute confidence to: PS Reynolds, Director

Heron Corporation Limited
HERON HOUSE, 19 MARLBOROUGH ROAD, LONDON NW1 3EL

SHEET METAL PRODUCTS

IF YOUR PRODUCT (OR PART OF IT) IS MADE FROM SHEET METAL WE CAN HELP YOU MAKE IT QUICKER & CHEAPER

- Large modern factories with fully computerised (C.N.C.) plant/machinery inc. programming.
- Eliminate expensive tooling.
- Slash lead times.
- Prototypes, small, medium or large batches.
- Wide range of electronic paint spraying.

Examples of products currently being produced including: Vending Machines, Diver Parts, Office Equipment, Garden Furniture, Vending Parts, Dispenser Units, Air-conditioning Units, various Cabinets, Surgical Alarm Bells, etc.

If you wish to improve your product and your profits, simply send drawings and/or samples together with quotations.

MARTIN ROBERTS LTD.
SHEET METAL PRODUCTS DIVISION
Sittingbourne, Kent ME10 3JN
Tel: (0755) 76161 Telex: 865329
Visitors most welcome by appointment

Lessors

Well-known, well-established lease management company has on-going flow and/or top-up leases at various cost values to offer to existing lessors at very attractive net returns, commensurate with size of requirement (no requirement too small). Leases immediately available.

Write Box Number A7828,
Financial Times, 10 Cannon Street, London EC4Y 4BY

HOTELIERS

Majority partner required to take over our 44-acre prestige site in Bolton, Lancs., with planning permission for, initially, 60 bedrooms plus conference centre, restaurants, swimming pool, etc.

Principals only should write in confidence to Group Chairman
Box F1409, Financial Times
10 Cannon Street, EC4Y 4BY

PRIVATE COMPANIES SUBSTANTIAL FUNDS AVAILABLE

to purchase successful companies and/or assets and companies where the present shareholders or management wish to retire from the business.

Reply with outline details please to:
Box F1520, Financial Times
10 Cannon Street, EC4Y 4BY

GOLD SOVEREIGNS AND KRUGERRANDS

Bought and Sold in the largest and most active FREE MARKET AVAILABLE

Phone Mr. Cavendish or Mr. Woods
0244 24761/2/3/4/5
SHAW CAVENDISH & CO.
(Bullion Dealers)
Cavendish House, Chester

CREDIT FOR IMPORTERS

We will open letters of credit in your favour and give you the best rates in town.

Contact: Roger Campbell at
Forbes Campbell Finance Ltd.
9 Arbury, London, E1 7LP
Tel: 01-377 4200
Telex: 884 136 (MIRIP)

LIMITED COMPANIES

ISLE OF MAN, GUERNSEY, JERSEY, LEBANON AND MANY OTHER COUNTRIES

For further details contact:
ASTON COMPANY
FORMATION LIMITED
Preston Mill, Gillingham, Kent
Tel: 01-577 4200
Telex: 884 136 (MIRIP)

N. AMERICAN OPPORTUNITIES

Highly intelligent British born marketing professional, MBA with 10 years' experience in N. America and based in New York, can help UK companies with existing or future operations in the U.S. or Canada. Frequent traveller to U.S.

Write Box F1527, Financial Times
10 Cannon Street, EC4Y 4BY

Executive Helicopter For Sale

AS 350 Turbo Squirrel with the most sophisticated radio and navigation equipment. 550 hours logged. 18 months old. Cost £40,000 new - will accept £150,000 one.

Tel: Basildon 20851
Miss R. Perrin

WE RENT PRESTEL

Drain Ltd. welcome enquiries from individuals and businesses within 5 miles of their premises.

CALL AT OUR SHOWROOMS or phone Mr. L. Drayton any morning between 9 and 12 at 01-435 2441

DRAIN LTD
59 Heath Street
London, N.W.3.
Only 39 Steps
from Hammersmith Tube Station

GLOBEWIDE FINANCE LIMITED

Can Still Arrange:

1. Building Society Mortgages up to £150,000.
2. Residential Mortgages up to £150,000.
3. Corporate Advances up to £1m.
4. Equity Finance.
5. Finance for Import/Export.
6. Foreign Currency Advances.

Principals only should write to:
111a Westbourne Grove,
London, W2
Tel: 01-727 6474 Telex: 8353620

CONTRACT RESEARCH AND DEVELOPMENT IN ELECTRONICS

Feasibility studies, R & D, design, prototype construction and small batch assembly. Reasonable rates.

Phone 1. MACINTOSH, MSO of ANCHOR ASSEMBLIES
2 Anchor Lane, London SE1
01-402 1538

FOR SALE ELECTRONIC SOLARIUM PRODUCT

All rights, trade marks, finished stocks, parts, tooling and promotional literature for sale. This is an advanced product which we have recently developed to fit a rapidly expanding market.

Box F1532, Financial Times
10 Cannon Street, EC4Y 4BY

Franchise

The magazine for people looking for a franchise. Also conference on franchise opportunities. Portsmouth Hotel, London, 22nd November. Brochures from James House, 20 Nottingham Road, London SW17 7EA. Tel: (24-hr) 01-767 1271.

CAPITAL LOSSES FOR SALE

1. £400,000 agreed
2. £26m agreed

For further details please apply to:
Box F1526, Financial Times
10 Cannon Street, EC4Y 4BY

SOUTH COAST LEISURE GROUP

Established 11 years with annual turnover of £14 million requires an experienced administrator prepared to provision up to £300,000 of capital to acquire majority shareholding and provide funding for expansion.

Write, in confidence to:
Group Advisors, Box F1529,
10 Cannon Street, EC4Y 4BY

DYNAMIC RETAILER SEEKS ACQUISITION

Highly successful public company in acquiring companies in retail and distribution in Great Britain. Under capitalised companies with good record and more important, potential for growth and expansion, willing to give present owners authority to sell. Pre-tax profits should be £100,000 plus.

Principals only. Confidentially secured. Write Box F1540, Financial Times
10 Cannon Street, EC4Y 4BY.

MOTOR CYCLE BUSINESSES FOR SALE

Motor Cycle Sales are booming. We have possibly the largest range of motor cycle businesses for sale with several outlets, all with good management. Profitability and cash flow are excellent.

Complete or part sale would be considered. Selling a premium shareholder's stopping on. Write Box F1535, Financial Times
10 Cannon Street, EC4Y 4BY

Cash Voucher

This cash voucher entitles your company to an immediate

75% CASH AGAINST INVOICES

Subject to approval

Cash flow problems? Then cash this!

Need Cash Now? You've got it right there on your books! Confidential Invoice Discounting Ltd gives you 75% cash against invoices - money you can put to work today. Our invoice discounting system is entirely confidential. Your clients remain totally unaware of its existence. For the full facts post this voucher now or phone us direct.

Confidential Invoice Discounting Ltd.
Circus House, New England Road, Brighton, Sussex BN1 4XN
Telephone: Brighton (0273) 2121. Telex: 87382.
Also Birmingham, Cardiff, Leeds, London, Manchester
A subsidiary of International Factors Limited.

REMOVE THE BURDEN OF CORPORATION TAX

Our successful and profitable corporate clients owe arrange their affairs, without assistance, so that they pay little or no corporation tax.

This can be done WITHOUT RISK and will result to a substantial increase in asset value accumulated in the company.

If your taxable profits are in excess of £30,000 and you would like full details, without obligation, just write your name on a company letterhead and post to me today. (We regret no telephone enquiries can be accepted)

Managing Director, Dept. FCL
Ackrill, Carr & Partners Limited
Tricorn House, Hagley Road, Birmingham B16 8TP

Traditional and well-introduced Swiss men's wear manufacturer (at the better end of the trade) is seeking a

LONDON CITY AGENT

Please contact Mr. M. Stutz at the White House Hotel, Albany St., Regent's Park, NW1 (phone: 387 1200), today to arrange a meeting on Friday, October 24th, 1980, or write under Cipher 4103 to Triservice Rufenacht SA, 4 Place du Cirque, CH-1204 Geneva.

FINANCE FOR THE DEVELOPING COMPANY

Obtain details of our

Factoring and Invoice Discounting Services

London 01-6381301 or telephone: 01-6381301
Birmingham 021-4547962
Newcastle 0632 614545

ARBITRATOR FACTORS LTD.
Breeds Place, Hastings TN34 3DG
Contact: S.E. Finch Tel: 0424 430824

Leeds 0532 444578
Manchester 061-236 9777
Nottingham 0602 598621

SECURE HIGH YIELD - MAJOR TAX ADVANTAGES

We offer for sale a British ship charter which is a one-year time charter agreement for a 100-tonnage ship. The vessel is a 100-tonnage ship, built in 1975, with a gross tonnage of 100 tons, net tonnage of 100 tons, and a carrying capacity of 100 tons. The vessel is a 100-tonnage ship, built in 1975, with a gross tonnage of 100 tons, net tonnage of 100 tons, and a carrying capacity of 100 tons.

Write for details.

FURNISHED LONDON AND GLASGOW

Offices avail. Full/Fairfax. All services including secretarial, typing, photocopying and accommodation. Telephone and telex facilities. Write Box F1538, Financial Times, 10 Cannon Street, EC4Y 4BY.

PRECISION ENGINEERING/ELECTRONICS

The engineering sector of a higher successful international group dealing in advanced electronic systems dealing in advanced electronic systems dealing in advanced electronic systems.

Write for details.

SCRAP METAL MERCHANTS

With Administrative Facilities and Warehousing in excess of requirements of a Scrap Metal Merchant. Write Box F1538, Financial Times, 10 Cannon Street, EC4Y 4BY.

YOUR BUSINESS ADDRESS IN ZUG/SWITZERLAND

• Multilingual secretarial services
• Prestige offices, complete facilities
• Tax shelter arrangements
• Local and accounting services

SHREVE HEDDERLEY & CO. LTD.
BAARSTRASSE 76
6300 Zug, SWITZERLAND

MANAGEMENT ACCOUNTANTS

Specialising in management and accounting problems for small and medium size companies. Write Box F1537, Financial Times, 10 Cannon Street, EC4Y 4BY.

START AN IMPORT/EXPORT AGENCY

No capital required. Established over 10 years. Clients in 119 countries. Send large S.A.E. Wade Dept. F, Box F1537, Financial Times, 10 Cannon Street, EC4Y 4BY.

AGENTS WANTED FOR THE SALE OF MAN.

Reply Box F1541, Financial Times, 10 Cannon Street, EC4Y 4BY.

AIRCRAFT FOR SALE

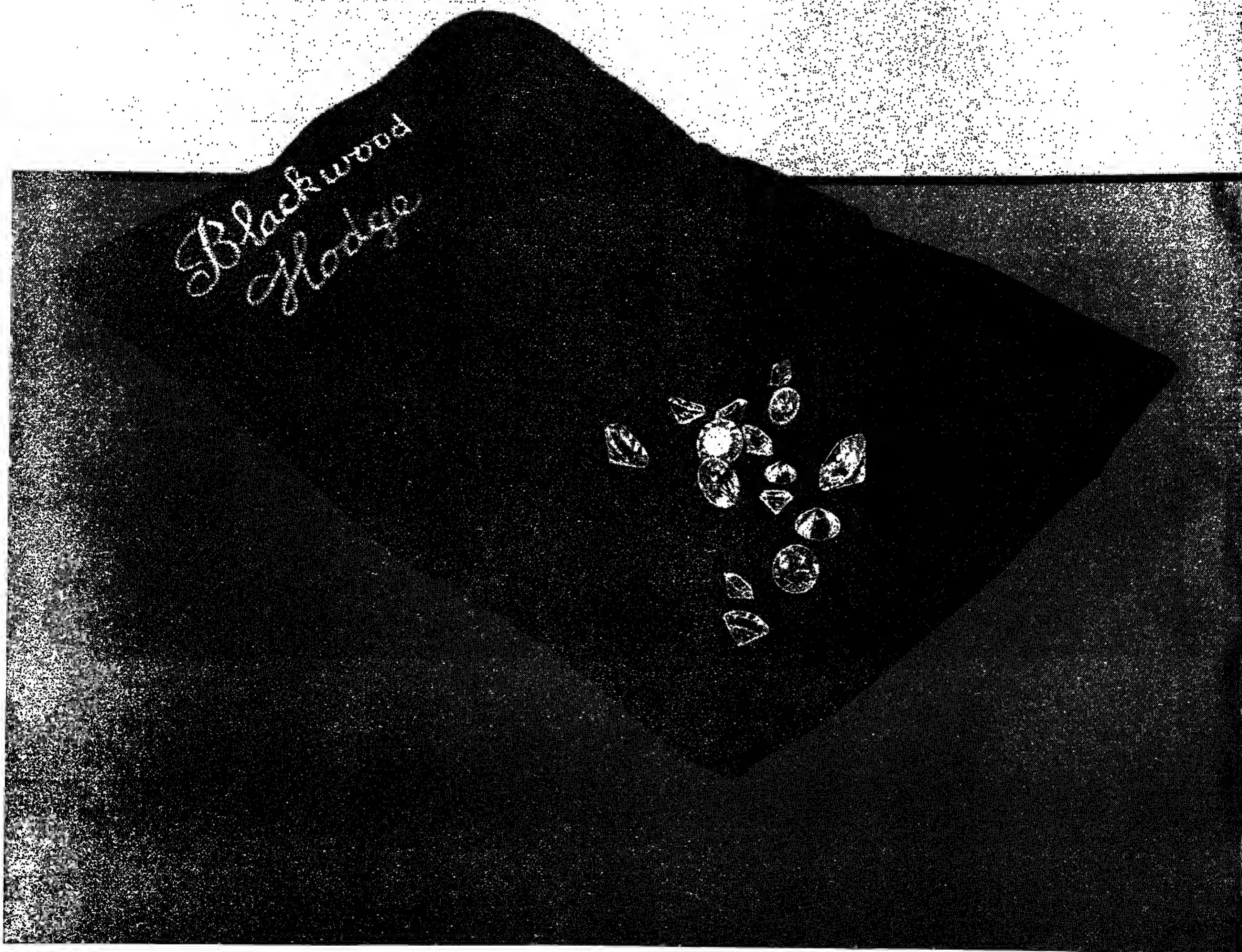
Beechcraft King Air E90 G-GBSC /23

This exceptionally good low-hour 1977 King Air E90 is offered for sale for delivery in late October. The present owner has just bought a new Super King Air 200 from us.

King Air G-GBSC has been maintained and operated to public transport standards from new and the equipment specification is comprehensive. The availability of this King Air E90

Contact Neil Harrison, Sales Director,
Eagle Aircraft Services Limited,
Leavesden Airport, Warton, Herts.,
WD23 7BY.
Tel: Garton (0272) 79611. Telex 281502.

Like diamonds, we're forever.



For more than thirty years, we have been supplying excavators, scrapers and trucks in over fifty countries, spread throughout five continents.

However, that's just the start of it.

You see, we didn't become the world's largest distributor of earthmoving equipment by sitting on our backsides waiting for it to happen.

We have always had a policy of imaginative expansion, coupled with the

kind of round the clock service that many of our competitors envy.

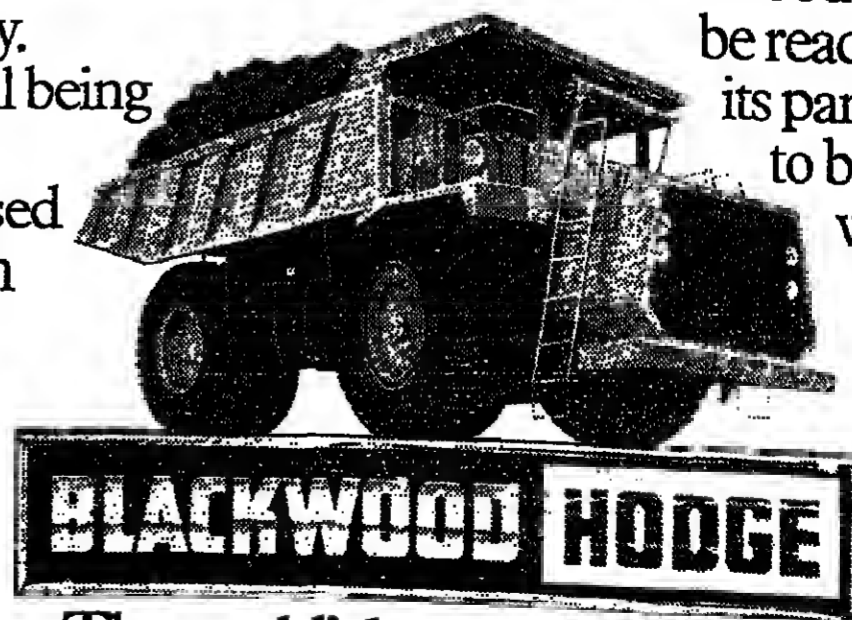
Much of the world is still being developed.

Many countries are poised to emerge into a world of high technology with ambitious developments of major social significance.

Whether it's ten, twenty or fifty years from now, you

can be sure that Blackwood Hodge will be ready to play its part in helping to build a better world.

Our word is our Bond.



The world's largest distributor
of earthmoving equipment.

Companies and Markets **CURRENCIES, MONEY and GOLD****Sterling steady**

Sterling was unchanged in currency markets yesterday after its recent sharp rise. Its trade-weighted index was unchanged at 78.3, having stood at 78.4 at noon and 78.3 in the morning. Against the dollar, sterling opened at \$2.4385 and ended at \$2.4390, a fall of just 10 points from Tuesday's close. The pound was marginally firmer against European currencies, closing at DM 4.5375 against the D-mark from DM 4.5325 and SwFr 4.0475 from SwFr 4.0350 against the Swiss franc. Trading was not as active as earlier in the week, and there may have been some hesitation about any possible cut in MLR today.

The dollar continued to improve but showed less of a rise than earlier in the week. Against the D-mark it closed at DM 1.8600 on Tuesday and SwFr 1.6620 against SwFr 1.6560. It was also firmer against the Japanese yen, rising to ¥209.40 from ¥207.90. On Bank of England figures, the dollar's index rose from 84.2 to 84.4.

D-MARK—Second member of the European Monetary System, and lower against the dollar on higher U.S. interest rates and a downturn in the German economic outlook. The D-mark is around a four-year low against sterling, and its lowest level against the dollar since April. The D-mark was firmer in Frankfurt yesterday, and was unchanged on balance at the closing. It lost ground to the U.S. dollar, but improved against sterling, while inside the EMS the French franc showed marginal gains as did the Dutch guilder, but on the other side the Belgian franc eased together with the Danish krone. The dollar was fixed at 1.9601 against DM 1.8659,

while sterling slipped to DM 4.5330 from DM 4.5580. The Swiss franc was lower at DM 1.1249, compared with DM 1.1265, but the Dutch guilder rose to DM 92.30 per 100 from DM 92.23.

DANISH KRONE—Trading steadily around the middle of the EMS, having suffered two devaluations in 1979—sterling was fixed at its highest level since 1973 in Copenhagen yesterday, ending at Dkr 14.0150 from Dkr 13.9910 on Tuesday. Dealers suggested that this was mainly a reflection of the D-mark's current weakness against the dollar, and the fact that sterling is also a four-year high against the West German currency. Within the EMS however the krone remained steady, with the French franc fixed lower at Dkr 1.3340 against Dkr 1.3350, and the Dutch guilder at Dkr 2.8370 compared with 2.8382.

The dollar rose to Dkr 5.75 from Dkr 5.7385.

ITALIAN LIRA—Weakest member of the EMS, reflecting high inflation and balance of payments problems. The dollar rose to a six-month high against the lira in Milan yesterday, while sterling slipped slightly after its recent sharp rise. The dollar was fixed at L.894.30 against L.883.55 previously, while sterling fell to L.145.75 from Tuesday's all-time high of L.126.50. However sterling's fall was largely technical, and may have been influenced by the possibility of a reduction in MLR today.

JAPANESE YEN—Remaining firm especially against the dollar, reflecting the marked improvement in Japan's economic performance. The yen continued to show little movement against the dollar yesterday in Tokyo, and the U.S. unit closed at ¥208.35 compared with ¥208.25 on Tuesday. It opened at ¥208.50, and traded in a generally featureless market, with any slight weaker tendency being countered by a higher trend in U.S. interest rates.

EMS EUROPEAN CURRENCY UNIT RATES

Currency	Unit	% change from central bank rate	% change from divergence limit	Divergence limit %
French Franc	50.7500	+2.87	+0.80	+1.53
German D-mark	7.7225	+1.28	-0.28	-1.94
Italian Lira	2.0360	+1.17	+1.00	+1.17
Dutch Guilder	2.3750	+1.02	+1.15	+1.357
Swiss Franc	2.7362	+1.08	-1.09	-1.512
Belgian Franc	0.6620	+1.88	-0.29	-1.089
Portuguese Escudo	200.482	+4.00	+2.00	+4.00

Changes are for ECU, therefore positive change denotes a weak currency. Adjustment calculated by Financial Times.

EXCHANGE CROSS RATES

	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 16	Oct. 15	Oct. 14	Oct. 13	Oct. 12	Oct. 11	Oct. 10	Oct. 9	Oct. 8	Oct. 7	Oct. 6	Oct. 5	Oct. 4	Oct. 3	Oct. 2	Oct. 1	Oct. 31	Oct. 30	Oct. 29	Oct. 28	Oct. 27	Oct. 26	Oct. 25	Oct. 24	Oct. 23	Oct. 22	Oct. 21	Oct. 20	Oct.
--	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--------	--------	--------	--------	--------	--------	--------	--------	--------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	------

A MAJOR NEW BOOK FROM IPM HOW TO PREPARE YOURSELF FOR AN INDUSTRIAL TRIBUNAL

John Angel, £8.95

It is essential that everyone involved in industrial relations has some knowledge of not only employment law but the procedures relating to the enforcement of that law. It is even more important to appreciate this when looking at the powers of an industrial tribunal, where the financial penalties for lack of knowledge can be formidable.

Both parties to the employment contract should be familiar with tribunal procedure, particularly as the main objectives of setting up industrial tribunals were to provide an easily accessible, cheap, quick and less technical method of obtaining justice and to encourage the layman to be the main participant in the process.

This book, therefore is a guide to industrial tribunal procedure intended for the layman. It concentrates on the most numerous claims, in particular unfair dismissal, redundancy and sex and race discrimination. To illustrate the procedure, real tribunal cases have been incorporated into the text together with samples of the letters likely to pass between the parties and the tribunal staff. These documents illustrate a typical unfair dismissal case.

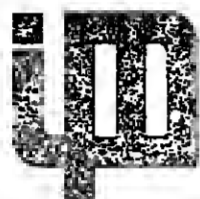
The book is fully referenced, so that in addition to being thoroughly practical, it is comprehensive and would be useful for even the most experienced representatives.

The material is written to encourage proper claims and defences and examines in detail how both sides are involved in tribunal procedure.

Completely up to date, incorporating the changes in legislation and procedure introduced by the Employment Act 1980 and the 1980 Tribunal Regulations this comprehensive study will prove an indispensable practical guide on the subject.

For your free catalogue listing all the *Personnel Books and Reports* published by the *Institute of Personnel Management*, write to the address below:

IPM Bookshop
Institute of Personnel Management
Central House
Upper Woburn Place
London WC1H 0HX



Fife and Machin: Health and Safety at Work

1980. By His Honour Judge Ian Fife and E. Anthony Machin. Fife and Machin collect together the relevant law in one volume, which includes all current statutes and regulations governing working conditions, apart from those in factories, mines and quarries. The book contains in annotated form the Health and Safety Act, 1974 and the principal subordinate legislation including all the statutory provisions.

Casbound £13.50 net (US\$22.50) 0 430 10074 8

Selwyn's Law of Employment

Third Edition, 1980. By Norman W. Selwyn. Selwyn is a significant and easy-to-read guide to this complex and confusing area of law. The book discusses all the changes created by the Employment Act 1980, with particular emphasis on the provisions relating to the closed shop, unfair dismissal, maternity rights, and guarantee payments. Recent case law and industrial tribunals are fully discussed.

Limpp £8.95 net (US\$12.50) 0 430 09342 9 To be published in November

Wine: Buying and Selling Private Companies

1980. By Humphrey Wine. This is a useful guide to those principles and matters of practice involved in the transfer of unquoted limited companies and of unincorporated businesses. It describes the problems and pitfalls that await the unwary and inexperienced, and includes precedents, checklists, and specimen pages of statutory books, in addition to the narrative text. Full account is taken of the Companies Act 1980.

Casbound £17.50 net (US\$26.50) 0 430 42410 0

Post orders to:

Butterworth & Co.
FREEPOST
Barnes, Borough Green, Sevenoaks, Kent TN11 5BR (Tel: 0732 684401)
Bookshops: 9-11 Bell Yard, Temple Bar, London WC2E 6BF (Tel: 01-425 6922)

Please supply the books as ticked above

Remittance value _____ as enclosed/please charge to my/our existing
Butterworths account, number _____

Name _____
Book title, please
Address _____

Date _____ Signature _____
Cash with order is essential except for registered customers
Overseas orders are subject to a despatch charge

MANAGING YOUR BUSINESS

- * Tax and VAT
- * Employees, Health and Safety
- * Selling, Importing and Exporting
- * Starting a Healthy Business

This is an important book for the small business owner-manager, as well as managers of medium-sized firms. It contains a wealth of practical information on the subjects listed above, written by a team of experts in their own fields. The book is written in a clear, concise, and easy-to-read style, and is a must-have for any business owner-manager.

Published by The Hamlyn Group, London

ORDER YOUR COPY(IES) NOW by filling in this coupon and sending it to:
Dept. JB, The Hamlyn Group, Astronaut House, Hounslow Road, Feltham, Middlesex, TW14 9AR. (1)

Please send me: Tick box for book's required
Employees, Health and Safety £5.93 incl. postage
Selling, Importing and Exporting £5.93 incl. postage
Starting a Healthy Business £5.93 incl. postage
Tax and VAT £5.93 incl. postage

Enclosed is a cheque/P.O. for £.....
POSTAGE AND PACKING FREE IF MORE THAN ONE BOOK IS ORDERED
If I am not completely satisfied I may return the copy(ies) (in perfect condition) within 14 days of delivery, and you will refund my money.

Name _____
Address _____

Please allow up to 28 days for delivery. This offer is applicable to the U.K. only.
Reg. No. 521959

**BARBICAN BUSINESS
BOOK CENTRE**
The City's Specialist Bookshop
9 Moorfields, London EC2Y 9AE. Tel: 01-628 7479
Monday - Friday 9 am - 5.30 pm

**BUSINESS STUDIES - LAW
INDUSTRIAL RELATIONS
ACCOUNTING & FINANCIAL
MANAGEMENT - ECONOMICS
MARKETING - STATISTICS
BANKING & INVESTMENT
REFERENCE**

BUSINESS BOOKS

Identifying the impact of mergers in terms of social welfare

BY RICHARD LAMBERT

Mergers and economic policy, by Keith Cowling, Paul Stoneman, John Cubbin, John Cable, Graham Hall, Simon Dombberger and Patricia Dutton. Cambridge University Press, £19.50.

TAKEOVERS do not usually produce the rewards which are expected of them. Many of the giant mergers of the late 1960s and early 1970s have turned out disappointingly for employees, customers and shareholders, as well as for the Government which in some cases helped to promote them. A growing library of academic research points almost without exception to the same conclusion: mergers may help to boost management's ego, but often not much else.

Trade-off

Much of the work on this subject so far has been based on profitability—either directly, by looking at balance sheet returns, or indirectly, by measuring the relative performance of share prices. In "Mergers and economic performance," a group from the University of Warwick and Lancaster Polytechnic has attempted a different approach. Its members' concern has been to identify the impact of mergers in what they call social

welfare terms, and their theme is that a trade-off exists between economic power and technical efficiency.

As an example of what this means, consider the case of a company that generates higher profits after a merger than did each of its constituent businesses before they came together. The authors argue that if the extra profits are generated through real resource savings, then the deal can be rated a success both in terms of social welfare and of the company as a private entity. There is no conflict between the two.

If, on the other hand, the extra profits arise from the exercise of increased market power, then, whatever its shareholders may think, the improvement in the company's performance is not reflected in the social judgment: the merger is a failure. A merger that increases monopoly power can only be rated a success if such power is more than offset by gains in efficiency.

The argument is developed through a series of quite detailed case studies, and the longest chapter examines nine of the big horizontal mergers which took place between 1966 and 1969. These include Thoro/Radice Rentals, Royston/Mackintosh, Tube Investments/Coventry Gauge, and the creation of Ransome Hoffmann

Pollard. To illustrate this approach with the example of Tube Investments, the authors briefly analyse the overall market for machine tools, the impact of economies of scale in the industry, changes in the overall market structure, the success of the merger itself, and the performance of the machine tool industry as a whole.

In each case, the authors attempt to measure changes in efficiency following the merger: an increase is defined as a reduction in the ratio of inputs used to outputs produced. This is expressed in a formula which takes in the company's expenditure on inputs and their prices, and its revenue from sales of outputs, and their prices.

The conclusion is that even those companies which managed to increase their efficiency by the measurement after the merger did not produce gains that differed greatly from those achieved by non-merging rivals. Since in all cases the mergers in question brought with them increases in market power, none of them are rated a success in the authors' terms.

The book goes on to examine two of the best known mergers of the period—one which produced British Leyland, the other which put together CEC in its present shape. They had a surprising amount in common

at the time. Both were sponsored by the Industrial Reorganisation Corporation, and both were identified with a highly esteemed and dominant personality, Lord Stokes and Sir Arnold Weinstock. The companies being taken over were themselves the result of earlier mergers and were facing serious commercial difficulties.

Revealing

Yet the outcome of the two mergers in commercial terms could hardly have been more different, and the contrast in management styles is revealing. Whereas British Leyland took the initiative away from plant management and built a large central staff, one of Sir Arnold Weinstock's first steps was to reduce central staffing and confer the power of decision-making on his managers in the field. British Leyland remained largely unmerged, but CEC placed able men into management jobs immediately after the company for which they had worked previously. CEC wasted no time in closing plants, but British Leyland hung fire on the problem of over-managing.

In addition, the motor company was vulnerable to increasing import competition in the consumer market. This pressure really only applied to CEC in its domestic appliance business,

which has consistently been one of its least successful activities.

This is fascinating stuff, and there is more of the same. Yet the book has some serious flaws. One is its leaden style, of which one example is irresistible: "While more detailed empirical evidence is necessary before firm conclusions can be drawn, it is possible that at least some of the diversifying mergers that occurred in the UK in the late 1960s may be interpreted as corporate search for more profitable investment opportunities."

Another drawback is that the calculations of efficiency involve the authors in a number of assumptions about unpublished data which can only with charity be described as heroic. The suggestion that all will be well so long as a set of figures remains consistently inaccurate is not wholly convincing.

Most seriously, the tone of the book leaves the distinct impression that the authors are not quite as objective as their liberal use of mathematical formulae might suggest. If their sums do not suit their a priori arguments—as, for instance, in the example of the major brewers—they find reasons for dismissing them. The authors are assertive, even in places offensive. The book con-

tains a number of innuendoes about companies which appear to be unsupported by the text.

The work represents the findings of a project commissioned by the Department of Trade and subsequently by the Office of Fair Trading. It finishes with a plea for a "fairly strictly interpreted" on all merger activity, and for a hard-line approach towards enforced divestiture. Although the present system of merger control is far from perfect, the sponsors of this work should not be over-impressed with its conclusion.

Also complete catalogues from: Collet's Holdings Ltd. Subscription Import Dept., Dennington Estate, Welton, Lincolnshire, Northants NN8 2JT

**STATISTICAL YEARBOOKS,
TRADE & ECONOMIC
PUBLICATIONS
& JOURNALS**
on
EAST-WEST
USSR-FOREIGN TRADE
(Monthly) £3.00
2 years: £13.50
Statistical year book of
Commonwealth countries
Commonwealth Information
Bulletin (6 x p.a.) £16.80
HUNGARY-HUNGARIAN
FOREIGN TRADE
(Quarterly)
S.D.R.-G.S.R. EXPORT
(Irregular) Approx. £1.00
per issue
Statistical year books from all
Commonwealth countries available
Also complete catalogues from:
Collet's Holdings Ltd.

WHO'S WHO
INTERNATIONAL
WHO'S WHO IN GERMANY
7th Edition
WHO'S WHO IN TECHNOLOGY
1st Edition
WHO'S WHO IN ITALY
3rd Edition
Information and delivery
WHO'S WHO
the international
red series Verlag GmbH
P.O.B. 1150, D-8031 Steinhilber

KEY PERSONNEL
The new business information
service, Clives executives' names
and details for Britain's 200
largest groups. "Very well done
... unique ... indispensable"
—British Business.
Call Douglas Tooky of TRP
on 044 27 3951

Exchange risk: shifting views on levels of exposure

BY BARRY RILEY

Exchange Risk and Exposure, Current Developments in International Financial Management. Edited by Richard M. Levich and Clas G. Willmors. Lexington Books, price £13.50, 205 pages.

EXCHANGE risk exposure is a subject on which opinions can change quickly and radically. Not long ago, for instance, currency hedging was popular (and in the UK, for reasons of exchange controls, was almost obligatory) both for companies and for portfolio managers. Now there is an increasing view that hedging can sometimes be unhelpful and direct exposure to foreign currency risks can be appropriate.

The behaviour of currencies themselves can also go through distinctly separate phases. A fairly quiet period in 1974 and 1975 was followed by a phase in which extreme fluctuations were seen in currencies like sterling, the Swiss franc and the dollar began to show serious weak-

ness. But over the past year or so comparative calm has returned, perhaps because the portfolio investment effect of OPEC surpluses has been dumping down underlying currency imbalances.

No more striking change has occurred than in the U.S. view on accounting for foreign exchange exposure. The FAS 8 accounting standard, notorious for the way it exaggerated the impact of exchange rate fluctuations on the income account, has been overthrown by a narrow majority of the Financial Accounting Standards Board, and is likely to be replaced by a so-called net investment method which transfers much of the exposure to the balance sheet.

This development unfortunately means that important parts of this book, which is compiled from the proceedings of a conference in New York 20 months ago, are now somewhat out of date. Still, this is a lively presentation which takes the form of an interaction between academics and practi-

tioners. And many of the areas of debate remain highly relevant.

Thus the academics are liable to talk rather glibly about efficient markets, and to set up models which gloss over trivial details like taxes. The practitioners, on the other hand, tend to be mindful of the practical imperfections in the system, and to wonder whether the losses incurred on, say, Swiss franc borrowings a few years ago could possibly be compatible with efficient pricing.

Not efficient

One fascinating debate concerns foreign currency exchange rate forecasting services. Evidence is quoted to suggest that such services have often been able to outperform the forward rate, so there is a suggestion that the exchange markets are not fully efficient. Annoyingly, though, the trend-chasing technical services often do better than services based on economic or financial criteria such as trade competitiveness;

the latter, as the recent history of sterling shows, can give the wrong answer for years at a time.

Surprisingly, the book contains little discussion of the role of central banks. If these are heavily intervening in the financial markets, and are preventing interest rates (and thus forward exchange rates) from reaching equilibrium levels, the 'lack of efficiency' in exchange markets at certain periods could readily be explained.

As for FAS 8, the efficient market viewpoint is that the stock market is unlikely to be misled by strange earnings figures so long as the basis of presentation is understood by expert market participants. This is close to saying, however, that accounting standards hardly matter at all. The FASB seems to have taken the more pragmatic viewpoint that U.S. companies have been tempted to hedge their accounting exposure is a way that has involved real economic costs. So it may be goodbye to FAS 8—but not entirely unlamented by one of this book's contributors, who sug-

gests that at least FAS 8 has encouraged US companies to make a quantum leap in their exchange risk management capabilities.

BUSINESS GUIDES TO THE EEC
"Comprehensive, accurate and instructive"
(Company Secretary's Review)
COMPANY LAW AND RELATED LEGISLATION OF THE EUROPEAN COMMUNITY
Compendium of EEC law on companies, competition, taxation, insurance, banking, employment, capital movement, international trade, etc. Up-to-date September 1980 edition. Over 200 pp. £80.00.

CONSUMER AND ENVIRONMENTAL POLICIES OF THE EUROPEAN COMMUNITY
Compendium of EEC policy and law on product liability, consumer credit, advertising, standards, contracts, pollution, dangerous products, packaging, etc. Up-to-date September 1980 edition. Over 200 pp. £60.00.
Two volumes for £100.00.

ECT SERVICES
80-90 Great Street, London, WC1
Tel: 01-262 8088

Other recent publications

Troubleshooting International Business Problems, by David S. Duckworth and Ian S. Black-Baw. Oyez Publishing, price £9.75.

A COMPANY is involved in a dispute and recourse to the law is either impractical or undesirable. What can it do? This book reckons it has the answers. They include a mixture of arguments, influences and pressures to persuade the other party to be more constructive or conciliatory. Troubleshooting, it is suggested, implies focused thinking and this is what the book aims to promote.

The Concept of Corporate Strategy, by Kenneth R. Andrew. Dow Jones-Irwin, 1818 Ridge Road, Homewood, Illinois 60430, U.S. price \$11.95.

The AUTHOR puts forward a theory which he hopes will reduce the range of responsibility that senior executives must bear to more reasonable proportions. He sees the major function of the chief executive as fourfold: ensuring planned results are attained; developing an organisation capable of developing technical achievement and human satisfaction;

making a distinctive personal contribution; and planning and executing policy decisions affecting future results. It is in these areas the author seeks to propose his strategy for devolving the burden of responsibility.

Responses to Participation at Work, by Mike Marchington. Cower Publishing, Farnborough, Hants. price £12.50.

IN RECENT years, particularly under the previous government and during the preparation of the Bullock report, a great deal was written on the rights and wrongs of worker participation in industry. The greater part discussed broad principles and their likely impact. This book, while acknowledging this broad debate, is based upon the experiences of one company. It analyses employees' attitudes, the role of the union and shop stewards in particular, and management's acceptance of participation and draws some broad conclusions.

Computers and Social Change, by Murray Laver. Cambridge University Press, price £8 and £2.95 paperback.

Computers and Profits—Quantifying Financial Benefits of Information by Jack P. C.

Kleijnen. Addison-Wesley Publishers, price £10.40.

THESE two publications look at two entirely different aspects of the computer age. The former is a more fundamental book, looking at the social impact of computers, while the latter sets itself the more specific task of highlighting the benefits and value-added aspects of information systems rather than their potential for cost reduction and people displacement.

Business Cycle Analysis, edited by Warner H. Strigel. Cower Publishing, Farnborough, Hants. price £17.50.

THIS brings together papers first presented at the 14th conference of the Centre for International Research on Economic Tendency. Papers covered trends and thinking in a large number of countries throughout Europe, the Far East, Australia, Africa and South America.

Organisational Paradoxes—Clinical Approaches to Management, by Manfred F. R. Korte de Vries. Tavistock Publications, price £8.50 and £3.25 paperback.

USING A host of anecdotes, fables and the occasional fairy tale, the author analyses the nature of leadership and the coercive nature of organisation. The book also looks at the problems faced by middle-aged and ageing managers and puts forward ideas for adapting the changes in expectations of managers as they get older.

How to Measure Managerial Performance, by Richard S. Sloma. Collier Macmillan, price £6.95.

ANY READER of this book

must first accept the author's assertion that the need for management by objectives (MBO) is irrefutable. This is because, to justify his belief, Sloma has provided a step-by-step guide to the "nuts and bolts" tools which any manager needs to implement MBO. It is a very much a "how to" and "what to do" book applied to all the different elements of management.

Estimating the Engineering Services, by Bryan Mayo-Chandler. The Electrical Contractors' Association, price £18.

THIS IS a step-by-step guide through the processes of cost estimating. It is based on a system and method of documentation devised by the author and looks at all the stages from receipt of inquiry to establishment of the profit margin.

Industrial Purchase Price Management, by Dr. Brian Farrington. Cower Publishing, in association with the Institute of Purchasing and Supply, price £15.

THE EXTENT to which a company's purchasing policies affect the final cost of its products at last seems to be receiving a little more attention than has been so far. This book claims to contain the first analysis of pricing of industrial products from the standpoint of the professional buyer. For each of the key factors in buying the author shows how effective purchasing methods can be applied to take equal account of costs, profit objectives and marketing considerations.

BUSINESS & PUBLIC POLICY

John T. Dunlop, Editor
"Why is it that I and my American colleagues are being constantly taken to court—made to stand trial—for activities for which our counterparts in Britain and other parts of Europe are knighted, given peerages or comparable honors?"

This question was posed by the former chairman of a major U.S. corporation. The essays in this book explore the origins of the unique adversarial relationship between big business and government in America and propose steps to mitigate its intensity. £4.50.

Now reissues, with a new introduction by the author.

A THEORY OF PRICE CONTROL

John Kenneth Galbraith
Many of the lessons learned from the wartime experience and recounted in this unique book could be applied, with profit and instruction, to our current difficulties. Cloth £4.50, paper £1.50.

HARVARD UNIVERSITY PRESS
126 Buckingham Palace Road, London SW1W 9SD

NEW
**Janner's Practical Guide to
The Employment Act, 1980**
Industrial Relations and Employment Law
Greville Janner Q.C., M.P.
The book you can't afford to be without
★ know the new laws
★ be able to apply the new laws in practice
★ understand the far-reaching effects of the Act on industrial relations
Order your copy NOW from
Janis Nicholas, Business Books,
24 Highbury Crescent, NS
or simply telephone your order to
01-359 3711
Only £16.50 (including post and packing)

BOOKS OF THE MONTH

Announcements below are pre-paid advertisements. If you require entry in the forthcoming panels application should be made to:
The Advertisement Department, Bracken House, 10 Cannon Street, EC4P 4BY
Telephone: 01-548 8000, Ext. 7064

The Far East and Australasia 1980-1981

A newly revised edition of the reference book for the Far East and Australasia. A general introduction to the region is followed by detailed surveys of each of 30 countries. Europa Publications.
£35 U.K. only

Management of Company Finance 3rd Edition

Samuels & Wilkes
Long-awaited new edition of a major text, indispensable to all students of accounting, economics, business studies and administration. Contains many legal and taxonomic changes, questions and worked examples.
Thomas Nelson & Sons
£7.95 Paper, £14.95 Board

Guidelines for the Redundant Manager

M. Tidswell
A comprehensive and practical guide to help the individual faced with redundancy. Covers legislation, financial payments, pensions, taxation and seeking alternative employment.
Britannia Institute of Management
BIM Members £3.20
Non-Members £4.80
(postage extra)

Value Added Reporting: Uses and Measurement

Prof. S. J. Gray and Prof. K. T. Maunders
Includes an analysis of the relevance of value added information to user needs, the most extensive survey of value added statements, a review of international practices. Both practical and analytical.
The Association of Certified Accountants
£3.50

Bargaining for Job Safety and Health

Lawrence S. Bacow
Bacow finds that most accidents result from hazards unique to individual firms; that labour and management work together and against each other to abate them; that Government regulation alone is inadequate.
The MIT Press
£9.90

Workers' Compensation and Work-Related Illnesses and Diseases

Peter S. Barth with H. Allen Hunt
Surveying the incidence, etiology and diagnosis of occupational disease, and comparing various British, European and Canadian approaches with US practice, makes this a useful study of an important topic.
The MIT Press
£17.00

Marketing Financial Services

Colin Melver and Geoffrey Naylor
A fresh look at marketing and its particular application to the financial sector. Includes case studies showing how major UK banks have successfully applied marketing techniques in launching new services.
The Institute of Bankers
£3.95 (hard), £7.95 (paper)
plus postage £1

Management and People in Banking

Ed. Bryan L. Livy
Essential for all involved in staff management in large organisations. 14 chapters contributed by general managers in all the major clearing banks and other leading specialists in the personnel field.
The Institute of Bankers
£7.95 (paper) plus postage £1

The Banks and their Competitors

The papers in this new book deal with the growing competition between banks and other UK financial institutions. They were presented and discussed at last month's Institute of Bankers' Cambridge Seminar.
The Institute of Bankers
£3.75 (paper) plus postage 25p

Integrating the Computer with Your Business Accounting

James Porter and Jonathan Chapple
Ed. R. B. Yearsley
Now that technical problems are not so pressing, management is becoming increasingly concerned to use expensive computer systems in the most effective manner.
HPL
£9.50

Taxation of Lloyd's Underwriters

K. S. Carmichael & P. H. Wolstenholme
Of particular interest to the largest annual intake of new underwriting members, those who joined in 1977 who will be receiving their first set of accounts about now.
HPL/CAEW
£6.00

Tolley's Income Tax 1980-81

Eric L. Harvey FCA
Comprehensive, detailed guide incorporating provisions of the Finance Act 1980 and case law to 1 August 1980. Includes tables of statutes, table of rates and summary of the Finance Act 1980.
Tolley Publishing Co. Ltd.
£8.50

Tolley's Corporation Tax 1980-81

David R. Harris LLM & John W. Sutcliffe BA
Incorporates the provisions of the Finance Act 1980 and all relevant legislation and official statements to 1 August 1980. Includes comprehensive index, table of statutes, references to statutes and case law.
Tolley Publishing Co. Ltd.
£6.00

Tolley's Capital Gains Tax 1980-81

David R. Harris LLM
Covers all relevant legislation and official statements to 1 August 1980, also the provisions of the Finance Act 1980. Includes many worked examples, table of statutes, references to statutes and case law.
Tolley Publishing Co. Ltd.
£6.95

Tolley's Capital Transfer Tax 1980-81

Eric L. Harvey FCA
An annual reference book in alphabetical sections, covering legislation and developments to 1 August 1980. Includes examples, index and table of statutes providing a comprehensive and quick guide to this tax.
Tolley Publishing Co. Ltd.
£6.75

Money on the Move: The Modern International Capital Market

M. S. Mendelsohn
Here at last is a lucid, organised, authoritative guide to the complex ways of the international capital markets, suitable for the investment adviser, government planner, company director, or banker.
ISBN 0 07 041474-2 222pp 1980
£14.20

Industrial Tribunal Law

R. W. Rideout
A clear understanding of industrial tribunal law can save pounds in unnecessary legal action and wasted time. This is a brief, accurate, and totally readable guide to all aspects of industrial tribunal law and practice.
ISBN 0 07 084535-2 200pp 1980
£10.95 (HC)
0 07 084532-8 205pp 1980
£6.95 (SC)

Practical Cost Reduction

Trevor Bentley
This uniquely practical guide fully explains the need for cost reduction, brings together all the modern techniques, and shows how the techniques can be put into practice.
ISBN 0 07 084537-3 168pp 1980
£7.50

Understanding and Planning for Capital Transfer Tax: A New Approach

B. McCutcheon
At once clear, logical, comprehensive and practical, this loose-leaf guide, to be updated annually, will be the standard guide to CTT for accountants, solicitors, company secretaries, and tax professionals.
ISBN 0 07 084541-7 700pp 1980
£35.00 Until November 25th
£40.00 Thereafter

The Companies Act 1980: A New Business Code

N. Savage
Director and secretaries could soon find themselves breaking the law, under the new Companies Act 1980. This short but thorough guide gives a full explanation of the new laws which every secretary and director must now abide by.
ISBN 0 07 084531-4 212pp 1980
£5.95

The Evaluation of Risk in Business Investment

J. C. Hull, Cranford School of Management
Provides finance specialists in industrial firms with a comprehensive set of practical procedures for evaluating the total risk in any capital investment opportunity.
Pergamon Press, 1980
£12.00 (Hard), £6.50 (Flexi)

Management and Industrial Structure in Japan

Naoto Sasaki, Sophia University, Tokyo
A unique examination of management style in the average Japanese firm, of the co-ordination of management decision within companies and of the relationship of Japanese firms to broader industrial and government structures.
Pergamon Press, 1980
£10.00 (Hard), £5.50 (Flexi)

Functioning of the Multinational Corporation

A Global Comparative Study
Edited by Anant R. Negandhi, University of Illinois at Urbana
A collection of papers which objectively examine the positive contributions and negative impact of multinationals on both home and host countries by studying their codes of conduct, decision processes and management techniques.
Pergamon Press, 1980
£14.75 (Hard)

Business with China

An International Reassessment
Edited by N. T. Wang, Columbia University
An exclusive and original collection of papers covering all aspects of international trade with China including China's relationship with major trading partners, prospects for financing exports to China, and technical co-operation with China.
Pergamon Press, 1980
£12.50 (Hard)

Innovation and Employment

David Foster
Small businesses are a vital source of both product innovation and new jobs. This radical new approach to reducing mass unemployment shows how a National Work Service could encourage small businesses to absorb unemployed talent and develop Britain's industrial base.
Pergamon Press, 1980
£11.75 (Hard), £6.00 (Flexi)

An Introduction to Business Accounting for Managers (3rd Edition)

W. C. F. Hartley
Explains clearly and concisely, the business application of both financial and management accounting, covering such topics as accounting for inflation, development of Current Cost Accounting, and recent changes in Deferred Taxation.
Pergamon Press, 1980
£12.25 (Hard), £4.95 (Flexi)

Tax Evasion—The Law and the Practice

Tom Bingham
This new work deals with the practical aspects of tax evasion as seen from the Inland Revenue's standpoint. For a professional adviser it provides essential information in a concise and easily accessible way.
Alexander Howden Financial Services Ltd.
£11.50

Government Aid for Smaller Businesses

G. Lacey
Outlines the aid schemes set by the Government to encourage business expansion and progress, and contains a list of addresses to which to write if you feel your firm could benefit.
The Institute of Chartered Accountants in England and Wales
£7.50

Taxation of Specialised Occupations and Professions

Brian G. Laventure
This new title in the Chartered Taxation Guide series is designed as a practical guide for the general practitioner, giving information on the law and practice relating to the taxation of individuals carrying on specialised occupations and professions.
The Institute of Chartered Accountants in England and Wales
£6.95

Property Valuation and Accounts

C. A. Westwick
Of substantial practical value to accountants, auditors, valuers, directors, and all other users of company accounts. Describes how a chartered surveyor values property and sets out the responsibilities of valuers, directors and auditors.
The Institute of Chartered Accountants in England and Wales
£6.50

Retailing: Management Controls and Performance Improvement

Norman A. Highton & David L. Chilcott
For retailing proprietors and their buyers, managers, auditors and professional advisers, the book aims to provide practical guidance to members of the trade and the accounting profession.
The Institute of Chartered Accountants in England and Wales
£14.95

Housing Association Accounts and their Audit

Desmond J. Gray, John H. Lawton & Peter A. Smith
Of particular relevance to the practising accountant concerned with the audit of housing associations, the book covers financial and internal control, and the auditing approach to the valuation of assets, liabilities, income and expenditure.
The Institute of Chartered Accountants in England and Wales
£15.95

Effective Writing for Accountants

J. A. Fletcher & D. F. Gowing
A practical handbook for all concerned with the written word as part of their professional work—in letters, reports, memoranda, agendas or minutes. Includes an extensive glossary on points of style.
The Institute of Chartered Accountants in England and Wales
£5.75

On-the-Job Training

David M. Hunt
A training guide supplement for trainers, partners and staff operating within accountancy practices, whose work is client-oriented.
The Institute of Chartered Accountants in England and Wales
£5.75

BUSINESS BOOKS

Have bureaucracies had their day?

BY GEOFFREY OWEN

Managerial Hierarchies: comparative perspectives on the rise of the modern industrial enterprise. Edited by Alfred D. Chandler Jr. and Herman Daema. Harvard University Press, £9.90

AN IMPORTANT theme in the history of business since the middle of the 19th century has been the rise of the large, multi-unit enterprise. Starting in the U.S. and spreading to other industrial countries, this institutional form has come to dominate a number of industries, especially those where economies of scale in production and distribution are important. The leading American historian in this field is Alfred Chandler, whose book, *The Visible Hand*, published in 1977, is the classic study of the "managerial revolution" in U.S. business. Chandler has co-edited this new collection of essays, which compare U.S. experience with that of the U.K., Germany and France and discuss the public policy issues arising from the growth of big business.

Complexity

The first modern business enterprises in the U.S. were the railroad and telegraph companies, appearing in the 1850s. The size and complexity of the railroad systems required the creation of separate geographical units, each with several layers of management, reporting to a corporate headquarters which concentrated on strategy for growth and allocating resources to achieve them. Over the next few decades a similar structure was adopted by mass retailers like Sears Roebuck, food processors like Heinz and high-volume industrial goods manufacturers like Singer and National Cash Register. After World War I some of the largest companies took steps to diversify beyond their original product lines and formed multi-divisional structures to manage the enlarged business; Du Pont and General Motors were the leaders in this development.

Western Europe followed a similar pattern, with important differences in timing and in the particular industries affected. In the UK the federated holding company, with loose control over its subsidiaries, lasted longer than in the U.S. Similarly in France companies were often linked together through minority shareholdings, which did not permit an integrated approach to management; it is only in the last few years that French industry has adopted structures similar to those of the U.S. In Germany the banks played a central role in the growth of large companies. The trend towards "managerial hierarchies" was especially marked in electrical engineering and chemicals, reflecting the importance of scientific research and technology in German industrialisation.

According to Chandler, the modern business enterprise "began and expanded by internalising activities and transactions previously carried out by a number of separate businesses. It emerged at the point when the businesses, or units, could be operated more profitably through a centralised managerial hierarchy than by means of decentralised market mechanisms."

Integrating backwards to gain access to raw materials and forward to take control of distribution — this promised higher and more stable profits than earlier arrangements. Herman Daema argues that the competitive advantage of hierarchies depends on their ability to provide effective and relatively cheap supervision of performance and the use of resources. "The modern hierarchical firm evolved to co-ordinate the flow of goods, to monitor the units and to allocate resources to them. It carried out all these functions by means of a hierarchical management structure."

These historical analyses, illuminating though they are, leave two key questions unanswered. Is it really true, as Chandler suggests, that the invisible hand of the market has been replaced by the visible hand of management in large areas of the economy? What has been the effect of the creation of giant business firms on efficiency and welfare? The extent to which even the largest companies are constrained by market pressures should not be underestimated. Moreover, some big companies have notoriously failed to achieve the expected cost advantages. As Oliver Williamson points out, internalisation should not be mistaken for a cost panacea. Giant corporations frequently lose their dominant positions to more aggressive and smaller competitors. United States Steel is one example.

Inertia

There are disadvantages associated with size not least the alienation of employees and bureaucratic inertia. Leslie Hannah notes that the two countries with the most concentrated industrial structures and largest corporations since World War II, Britain and the U.S., are those with the least impressive economic performance. They are also the countries where what Chandler describes as "the paragonia of professional management" — associations, journals and training programmes — are most highly developed.

Does the future belong to the giant bureaucracies or to smaller, more specialised and more entrepreneurial companies? It is possible that the era of the large, multi-divisional enterprise reached its peak in the 1950s and 1960s and now the trend is towards having off activities which had previously been "internalised". The preference may be for smaller enterprises in which managers and employees have a more direct personal stake. Organisational innovation, which was so important to the success of firms like Du Pont in the 1920s and 1930s, will certainly be needed to meet the challenges of the next 50 years; managerial hierarchies may need to be simplified and even dismantled.

The key demands of corporate reporting

BY DAVID CAIRNS

Corporate Reporting: its future evolution. The Canadian Institute of Chartered Accountants, Toronto.

THIS MAJOR new research study from the Canadian Institute of Chartered Accountants places the needs of users as the paramount objective of financial reporting. It believes that published corporate financial reports should provide an accounting by management, to both equity and debt investors, in two respects. First, as management's exercise of its stewardship function, and secondly, its success (or otherwise) in achieving the goal of producing a satisfactory economic performance by the enterprise and maintaining it in a strong and healthy financial position.

Within this objective, the study recognises many of the conflicts which exist in meeting it. For example, there is the need to balance management's legitimate concern to ensure the company's interests are not jeopardised with the right (legal or otherwise) of those whose lives are affected by the corporation to receive financial information about its activities. Similarly, the study contrasts the aim of reporting economic reality with an oft-expressed desire for objectivity or the need for independent experts, such as auditors, to verify the information provided. The authors of the research study conclude that it is necessary to

define a list of criteria that can be used in judging whether the objectives and user needs are being met. This list may need to be weighted and published. The standard setting body should justify all existing and future standards in the light of these criteria. In addition, their critics — including commentators on exposure drafts — should be required to show how their remarks match these criteria.

Within the framework provided by these criteria and the prime objective of meeting users' needs, the authors believe in an evolutionary approach to the development of financial reporting. They also seek general acceptance of accounting standards before they are enforced, for without a consensus, any standard is bound to be resisted. The authors do not expect that this should be licence for the preparers to do what they wish.

It can be argued that if a list of criteria for financial reporting is identified and weighted and the needs of users are paramount, then there is little need for the detailed accounting standards with which we have become used. The research study itself rejects the rule book approach to standard setting which has become prevalent in North America and possibly to some extent in the UK. Nevertheless, it does suggest that there may be some value in "benchmark" measures which are totally objective

(and presumably often unrealistic). Ignoring this possible alternative, is the identification of a list of criteria a step in the right direction? Is it, in fact, all that is required? Unfortunately, the size of the accounting profession plus the varying objectives of different managements, mean that even with such a framework there are many options still available, all of which are in some way acceptable.

Some of them arise from the existing perplexing conceptual issues, such as the allocation of costs and income between financial periods, the definition of income and various capital maintenance concepts, different valuation bases and the distinction between the proprietorship and entity concepts of financial reporting.

Many cannot be resolved other than by an agreement, which is essential if the users of financial statements are not to be confused by different answers given by companies. This Canadian research study sets out a possible step, identifying the issues which need to be resolved before agreement can be reached. It is well worth careful consideration by all the standard setting bodies, all preparers, auditors and users of financial information if they hope that we can avoid some of the problems which have bedevilled accountancy in the past. David Cairns is technical partner with *Stoy Hayward and Co.* chartered accountants.

Insight on small business

BY NICHOLAS LESLIE

The Real World of the Small Business Owner, by Richard Scase and Robert Goffee. Groom Helm, price £10.95.

Managing Your Business Guides: (1) Starting a Healthy Business; (2) Employees' Health and Safety; (3) Tax and VAT; (4) Selling, Importing and Exporting. Hamlyn Publishing, price £5 each title.

SMALL BUSINESSES "may provide jobs in the inner urban areas, cheap personal services and meet the sub-contracting needs of large enterprises, but they do not constitute a basis around which to redevelop the national economy."

This is one of the main conclusions reached by the authors of "The Real World of the Small Business Owner," a book based upon interviews with a number of entrepreneurs — from the self-employed to the owner of a business with 1,000 employees

and a £200,000 annual turnover, thus covering "the different stages of business growth."

Having made this assertion, however, Scase and Goffee do not convincingly justify it. They seem all too inclined to dismiss small companies from participating in the main thrust of economic revival, partly it seems because they believe small company owners are difficult to manage and, for example, because they are less inclined to promote social change.

In their researches, the authors say they found no evidence of there being an "entrepreneurial type." Indeed, many of the entrepreneurs they spoke to had become so, through "luck," or chance or some factor other than a consuming desire to create their own business.

They also found that, once in business, the creation of personal wealth was not a major objective of entrepreneurs. Nor had the tax system necessarily proved to be a disincentive —

and a shortage of funds was not always a barrier to growth. Often, expansion was deliberately avoided.

Some of the most interesting insights to the entrepreneurs come in direct quotations of their views — though taken in isolation they can give a distorted idea of what the independent businessman in general wants out of life.

While Scase and Goffee's book is full of analysis, the Hamlyn series is full of advice and fact. The objective of the books is very different, being essentially to provide reference works into which the business owner can dip for advice and information on a whole variety of subjects.

As "guides" the books are unusual in presentation, being hard-backs rather than pamphlets or the soft-cover spiral-bound type more common in "how to..." publications. But at £5 each they seem good value.

Case method in management development:

Guide for effective use by John I. Reynolds
A practical guide to the more effective use of the case method in the development of managerial skills. Based on wide experience with case teaching and casepwriting in industrialised and developing countries, this volume is intended both for universities with programmes in management education, and for the management development institutions in public and private sector.
ISBN 92-2-102343-X £5.00; \$F20.00

Management consulting:

A guide to the profession Edited by M. K. B. Schimpf (with modifications) 1980
It ranges wide and broad, deals with the management of assignments, the conduct of assignments from surveys through to implementation, and then examines these ideas in the major functional areas.
ISBN 92-2-101145-8 £11.25; \$F45.00

How to read a balance sheet:

An ILO programmed book
A splendid book. It takes the reader carefully through all the elements of a balance sheet using a simple question and answer technique as that at the end the student should be able to judge for himself whether the company is in a healthy financial state. (The Guardian, London and Manchester)
ISBN 92-2-100000-1 £2.00; \$F8.00

Introduction to work study:

3rd (revised) edition
This monumental and classic text on work study... expanded and revised to include the most up-to-date information on the subject.
ISBN 92-2-101939-X £6.25; \$F25.00

INTERNATIONAL LABOUR OFFICE

ILO Branch Office
96/98 Marsham Street
London W1Y 9LA
Tel: 01 828 4401



ILO Publications
CH-1211 Geneva 22
Switzerland
Telex: 32.721 BIT CH

BETTER BUSINESS

New books for business executives

Troubleshooting International Business Problems, by David Duckworth and Ian Blackshaw, shows how problems frequently encountered by executives can be solved, mitigated or, best of all, completely avoided. Sept. 1980. £9.75

Tax Strategy for Companies, by Malcolm Gemma, has over 100 suggestions on new tax opportunities for shareholders. Can pay less tax. Each suggestion is set out separately followed by an explanation of how it can be set in motion. 2nd edition ready soon, £10.50

Current Cost Accounting, by Arthur Anderson & Co. provides all the information you need to see how the new system of financial reporting operates and how it should be interpreted. Ready soon. £5.50

Isle of Man: Basic Business Information, by Penell Kerr Foster, sets out the essential facts and figures you need for planning business activities in this increasingly important financial centre. Ready soon. £4.95

Tax for the Self-Employed, by Richard Edwards, offers expert advice on how to spend less time and money on tax. The book looks at business income, revenue and capital expenditure, VAT, and national insurance. Ready soon. £2.50 pb. £3.95 hb

Orders and enquiries to:

Oyez Publishing Limited
Department FT
FREEPOST
London EC4A 4EB
Tel: 01-404 5721
A Subsidiary of The Solicitors
Law Society's Society, Limited

ARAB CONSULTANTS PUBLICATIONS

SAUDI ARABIA Company & Business Law
Edited by M. A. Nafa.
Hard Back 450 Pages
First Edition July 1977.
UNITED ARAB EMIRATES
Company & Business Law
Edited by M. A. Nafa.
Hard Back 474 Pages
First Edition December 1977.

LIBYA Company & Business Law
Edited by M. A. Nafa.
Hard Back 315 Pages (approx.)
First Edition 1976/1979.
QATAR Company & Business Law
Edited by M. A. Nafa.
Hard Back 335 Pages (approx.)
First Edition June 1978.

OMAN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 1978.
BARRISTER AT LAW before the
Supreme Court and former
General Secretary of the
Arab Jurist Union Board,
member of the Law Society
overseas status in London.

YEMEN Company & Business Law
Edited by M. A. Nafa.
Hard Back 260 Pages (approx.)
First Edition December 19

grain crop is expected to fall by one per cent to 715m tonnes, although this figure must now be adjusted significantly downwards since the U.S. Department of Agriculture estimates are based, for some reason, on a predicted Soviet grain crop of 205m tonnes.

With world use expected to rise to 746m tonnes, coarse grain stocks are falling substantially to the lowest level for over four years. Total wheat and coarse grains are forecast to drop to 155m tonnes by June 1981 compared with 193m tonnes at the beginning of the season.

Forage

This substantial decline is based on a Soviet crop estimate of 205m tonnes, and reduces demand for feed grains for Russia as well as the cattle and sheep back in the Soviet livestock herds and improved forage supplies.

It is difficult to see where the Soviet Union will be able to obtain increased imports to make up for its much wider than expected domestic crop shortfall. Ideally it needs to buy something like 50m tonnes, but there is simply not that size of supplies available in the world markets even if the U.S. does

Crop forecast

ROME — This year's production of Italian paddy rice will total around 970,000 tonnes, some 70,000 tonnes lower than in 1978. According to the Agricultural Market Research Institute IRVAM, the drop is due mainly to contraction of the area planted to paddy from 180,000 hectares last year to 175,000 hectares in 1980. Reuter.

[illegible]

Soyameal—44 per cent protein U.S.
Afr. \$305, Oct. \$305-\$313, Nev. \$310
\$312, Nov./March \$323 traded. Brazil
Pellets Afr. \$315, Oct. \$315, mid-Oct.
mid-Nov. \$318-\$321, Nev. \$324 traded.

PARIO, October 22

Cocoa (FFr per 100 kilos)—Dec.
980-988, March 1,015-1,025, May 1,035
1,045, July 1,045, Sept. 1,075-1,085
Dec. 1,120-1,140. Oils at call 0.
Sugar (FFr per 100 kilos)—Dec. 4,180

DOW JONES				
Dow Jones	Oct. 81	Oct. 20	Month ago	Year ago
Spot	483.79	478.10	467.71	403.57
Futur 5	508.10	486.40	488.26	410.43
(Averages 1824-25-26=100)				

Oct. 23	Oct. 21	M'nth ago	Year ago
1748.2	1745.5	1764.2	1054.5

(Base September 16, 1931=100)

ibiza 0.45, Pacan nute 0.65; Filberts
Sicilian 19mm 0.45; mixed nuts 0.30
English Produce: Potatoes—per bushel
new 1.30-1.50, Mushrooms—per pound
0.80-0.70, Apples—per pound 8mm
leys 0.05-0.10, Oerby 0.05, Spartan
0.10-0.14, Worcester Pearmain 0.05
0.12; Cox's Orange Pippin 0.10-0.12
Russets 0.10-0.15, Pears—per pound
Constance 0.09-0.12, Comice 0.13-0.15

bages—per bag 1.40. White cabbage—
2.40. Cauliflowers—per 12 2.80-3.00.
Beetroots—per bag 1.00-1.20. Cucum-
bers—steals 10/20 1.60-2.30. Tomatoes
—per 12 lb 1.40-1.80. Lettuces—per 12
round 1.20, Cos 1.30. Sprouts—per
peand 0.08-0.10. Com cobs—each
0.05-0.08. Carrots—per 28 lb 1.00-1.20.
Onions—per bag 2.80-3.20. Pickles
3.00. Celery—per ask 20/30 3.00.

GRIMSBY FISH—Supply moderate; demand good. Prices at ship's side (unprocessed) per stone: Shell cost £5.00-£8.30; codlincs £4.30-£5.00. Large haddock £5.00. Small haddock £2.60-£3.50. Best small plaice £3.00-£3.50.

medium £10.00-£10.50. Lemon sole
(large) £12.00, medium £9.00. Rockfish
£4.00-£4.80. Reds £3.00.

1. $\frac{1}{2}$ 2. $\frac{1}{3}$ 3. $\frac{1}{4}$ 4. $\frac{1}{5}$ 5. $\frac{1}{6}$ 6. $\frac{1}{7}$ 7. $\frac{1}{8}$ 8. $\frac{1}{9}$ 9. $\frac{1}{10}$ 10. $\frac{1}{11}$ 11. $\frac{1}{12}$ 12. $\frac{1}{13}$ 13. $\frac{1}{14}$ 14. $\frac{1}{15}$ 15. $\frac{1}{16}$ 16. $\frac{1}{17}$ 17. $\frac{1}{18}$ 18. $\frac{1}{19}$ 19. $\frac{1}{20}$ 20. $\frac{1}{21}$ 21. $\frac{1}{22}$ 22. $\frac{1}{23}$ 23. $\frac{1}{24}$ 24. $\frac{1}{25}$ 25. $\frac{1}{26}$ 26. $\frac{1}{27}$ 27. $\frac{1}{28}$ 28. $\frac{1}{29}$ 29. $\frac{1}{30}$ 30. $\frac{1}{31}$ 31. $\frac{1}{32}$ 32. $\frac{1}{33}$ 33. $\frac{1}{34}$ 34. $\frac{1}{35}$ 35. $\frac{1}{36}$ 36. $\frac{1}{37}$ 37. $\frac{1}{38}$ 38. $\frac{1}{39}$ 39. $\frac{1}{40}$ 40. $\frac{1}{41}$ 41. $\frac{1}{42}$ 42. $\frac{1}{43}$ 43. $\frac{1}{44}$ 44. $\frac{1}{45}$ 45. $\frac{1}{46}$ 46. $\frac{1}{47}$ 47. $\frac{1}{48}$ 48. $\frac{1}{49}$ 49. $\frac{1}{50}$ 50. $\frac{1}{51}$ 51. $\frac{1}{52}$ 52. $\frac{1}{53}$ 53. $\frac{1}{54}$ 54. $\frac{1}{55}$ 55. $\frac{1}{56}$ 56. $\frac{1}{57}$ 57. $\frac{1}{58}$ 58. $\frac{1}{59}$ 59. $\frac{1}{60}$ 60. $\frac{1}{61}$ 61. $\frac{1}{62}$ 62. $\frac{1}{63}$ 63. $\frac{1}{64}$ 64. $\frac{1}{65}$ 65. $\frac{1}{66}$ 66. $\frac{1}{67}$ 67. $\frac{1}{68}$ 68. $\frac{1}{69}$ 69. $\frac{1}{70}$ 70. $\frac{1}{71}$ 71. $\frac{1}{72}$ 72. $\frac{1}{73}$ 73. $\frac{1}{74}$ 74. $\frac{1}{75}$ 75. $\frac{1}{76}$ 76. $\frac{1}{77}$ 77. $\frac{1}{78}$ 78. $\frac{1}{79}$ 79. $\frac{1}{80}$ 80. $\frac{1}{81}$ 81. $\frac{1}{82}$ 82. $\frac{1}{83}$ 83. $\frac{1}{84}$ 84. $\frac{1}{85}$ 85. $\frac{1}{86}$ 86. $\frac{1}{87}$ 87. $\frac{1}{88}$ 88. $\frac{1}{89}$ 89. $\frac{1}{90}$ 90. $\frac{1}{91}$ 91. $\frac{1}{92}$ 92. $\frac{1}{93}$ 93. $\frac{1}{94}$ 94. $\frac{1}{95}$ 95. $\frac{1}{96}$ 96. $\frac{1}{97}$ 97. $\frac{1}{98}$ 98. $\frac{1}{99}$ 99. $\frac{1}{100}$ 100. $\frac{1}{101}$ 101. $\frac{1}{102}$ 102. $\frac{1}{103}$ 103. $\frac{1}{104}$ 104. $\frac{1}{105}$ 105. $\frac{1}{106}$ 106. $\frac{1}{107}$ 107. $\frac{1}{108}$ 108. $\frac{1}{109}$ 109. $\frac{1}{110}$ 110. $\frac{1}{111}$ 111. $\frac{1}{112}$ 112. $\frac{1}{113}$ 113. $\frac{1}{114}$ 114. $\frac{1}{115}$ 115. $\frac{1}{116}$ 116. $\frac{1}{117}$ 117. $\frac{1}{118}$ 118. $\frac{1}{119}$ 119. $\frac{1}{120}$ 120. $\frac{1}{121}$ 121. $\frac{1}{122}$ 122. $\frac{1}{123}$ 123. $\frac{1}{124}$ 124. $\frac{1}{125}$ 125. $\frac{1}{126}$ 126. $\frac{1}{127}$ 127. $\frac{1}{128}$ 128. $\frac{1}{129}$ 129. $\frac{1}{130}$ 130. $\frac{1}{131}$ 131. $\frac{1}{132}$ 132. $\frac{1}{133}$ 133. $\frac{1}{134}$ 134. $\frac{1}{135}$ 135. $\frac{1}{136}$ 136. $\frac{1}{137}$ 137. $\frac{1}{138}$ 138. $\frac{1}{139}$ 139. $\frac{1}{140}$ 140. $\frac{1}{141}$ 141. $\frac{1}{142}$ 142. $\frac{1}{143}$ 143. $\frac{1}{144}$ 144. $\frac{1}{145}$ 145. $\frac{1}{146}$ 146. $\frac{1}{147}$ 147. $\frac{1}{148}$ 148. $\frac{1}{149}$ 149. $\frac{1}{150}$ 150. $\frac{1}{151}$ 151. $\frac{1}{152}$ 152. $\frac{1}{153}$ 153. $\frac{1}{154}$ 154. $\frac{1}{155}$ 155. $\frac{1}{156}$ 156. $\frac{1}{157}$ 157. $\frac{1}{158}$ 158. $\frac{1}{159}$ 159. $\frac{1}{160}$ 160. $\frac{1}{161}$ 161. $\frac{1}{162}$ 162. $\frac{1}{163}$ 163. $\frac{1}{164}$ 164. $\frac{1}{165}$ 165. $\frac{1}{166}$ 166. $\frac{1}{167}$ 167. $\frac{1}{168}$ 168. $\frac{1}{169}$ 169. $\frac{1}{170}$ 170. $\frac{1}{171}$ 171. $\frac{1}{172}$ 172. $\frac{1}{173}$ 173. $\frac{1}{174}$ 174. $\frac{1}{175}$ 175. $\frac{1}{176}$ 176. $\frac{1}{177}$ 177. $\frac{1}{178}$ 178. $\frac{1}{179}$ 179. $\frac{1}{180}$ 180. $\frac{1}{181}$ 181. $\frac{1}{182}$ 182. $\frac{1}{183}$ 183. $\frac{1}{184}$ 184. $\frac{1}{185}$ 185. $\frac{1}{186}$ 186. $\frac{1}{187}$ 187. $\frac{1}{188}$ 188. $\frac{1}{189}$ 189. $\frac{1}{190}$ 190. $\frac{1}{191}$ 191. $\frac{1}{192}$ 192. $\frac{1}{193}$ 193. $\frac{1}{194}$ 194. $\frac{1}{195}$ 195. $\frac{1}{196}$ 196. $\frac{1}{197}$ 197. $\frac{1}{198}$ 198. $\frac{1}{199}$ 199. $\frac{1}{200}$ 200. $\frac{1}{201}$ 201. $\frac{1}{202}$ 202. $\frac{1}{203}$ 203. $\frac{1}{204}$ 204. $\frac{1}{205}$ 205. $\frac{1}{206}$ 206. $\frac{1}{207}$ 207. $\frac{1}{208}$ 208. $\frac{1}{209}$ 209. $\frac{1}{210}$ 210. $\frac{1}{211}$ 211. $\frac{1}{212}$ 212. $\frac{1}{213}$ 213. $\frac{1}{214}$ 214. $\frac{1}{215}$ 215. $\frac{1}{216}$ 216. $\frac{1}{217}$ 217. $\frac{1}{218}$ 218. $\frac{1}{219}$ 219. $\frac{1}{220}$ 220. $\frac{1}{221}$ 221. $\frac{1}{222}$ 222. $\frac{1}{223}$ 223. $\frac{1}{224}$ 224. $\frac{1}{225}$ 225. $\frac{1}{226}$ 226. $\frac{1}{227}$ 227. $\frac{1}{228}$ 228. $\frac{1}{229}$ 229. $\frac{1}{230}$ 230. $\frac{1}{231}$ 231. $\frac{1}{232}$ 232. $\frac{1}{233}$ 233. $\frac{1}{234}$ 234. $\frac{1}{235}$ 235. $\frac{1}{236}$ 236. $\frac{1}{237}$ 237. $\frac{1}{238}$ 238. $\frac{1}{239}$ 239. $\frac{1}{240}$ 240.

[illegible][illegible][illegible]

WAKO
SECURITIES CO., LTD.
Tokyo, Japan

Wako International (Europe) Ltd.:
10th Floor, The Hubert, London Wall, London,
EC4A 3AS, London, England
Tel: (01) 7527825. Telex: 654029, F54212
Genova Representative Office:
6 Rue d'Italie, 1204, Geneva, Switzerland
Tel: (022) 21 85 22. Telex: 260245

